

Veterans  
Economic  
Communities  
Initiative



# Policy Academy

**September 29–30, 2015**

Orange County, CA



U.S. Department  
of Veterans Affairs

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“To care for him who  
shall have borne the battle,  
and for his widow,  
and his orphan.”

– **President Abraham Lincoln**

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# WELCOME

## To the Inaugural Veterans Economic Communities Initiative (VECI) Policy Academy!

At the U.S. Department of Veterans Affairs (VA), we believe service to our Nation's Veterans is a team sport. In an effort to promote collaboration and open dialog among organizations dedicated to the success of transitioning Servicemembers, Veterans, and their families, VA launched Veterans Economic Communities Initiative (VECI) in May of this year.

VECI aims to increase employment and education opportunities for transitioning Servicemembers, Veterans, and their families by building integrated networks of support at the community level. The VECI campaign is part of Secretary Robert A. McDonald's department-wide transformation called MyVA, which is dedicated to putting Veterans at the center of everything VA does.

Policy Academies are an important part of the VECI campaign, as they serve as a forum for interactive training and networking, and provide access to new research for stakeholders who serve the Veteran community. Through VECI Policy Academies, VA is convening local, regional, and national partners across industries and sectors to facilitate and encourage dialog and collaboration.

Our inaugural Policy Academy concentrates on national Veterans' issues and brings together stakeholders from across the country. Our hope is that as we collect the results of this inaugural event, we can launch additional Policy Academies and invite additional partners across the country to participate in more targeted conversations around local Veteran-related issues.

Thank you again for your attendance and participation over the next two days. We are excited to be hosting you for this inaugural VECI Policy Academy!

**Sincerely,**

**Curtis L. Coy**

Deputy Under Secretary for Economic Opportunity, Veterans Benefits Administration, U.S. Department of Veterans Affairs

**Rosye Cloud**

Senior Advisor for Veteran Employment, Veterans Benefits Administration, U.S. Department of Veterans Affairs

Acting Director, Office of Transition, Employment, and Economic Impact, Veterans Benefits Administration, U.S. Department of Veterans Affairs



# Track Descriptions

During the next two days, you will have the opportunity to attend various plenary and breakout sessions. Each breakout session aligns with one of four content tracks:

## A **Community & Place-based Strategies: Strengthening Veteran Economic Outcomes**

Community-based efforts have a huge impact on the economic success of Veterans. Learn strategic and tactical best practices for engaging organizations and individuals in your community for the benefit of transitioning Servicemembers, Veterans, and their families. In this track, you can also hear the latest about VA's VEI campaign.

## B **Veteran Employment: Perspectives on Finding, Recruiting, and Retaining Veteran Talent**

Veterans and their family members offer dedication and skills that bring enormous value to the workplace. Learn about effective methods for recruiting Veterans and developing programs that help Veterans and their military family members thrive in civilian careers. Watch a demonstration of new functions of the Veterans Employment Center™ (VEC).

## C **Collaboration is Key: Adding Value by Developing Meaningful Public-Private Partnerships**

Improving the services available to transitioning Servicemembers, Veterans, and their families requires collaboration at both the local and the national level. Learn how to engage partners to enhance your programs and initiatives benefiting Veterans. You will also have the chance to hear updates on VA Accelerated Learning Programs.

## D **Focus on Transitioning Servicemembers: Efforts Prior to Separation to Improve Economic Outcomes**

As Servicemembers and their families make the transition into civilian life, they may need support and guidance on the benefits and services available to them. Learn about benefits like the GI Bill® that can help Veterans and their families achieve economic success. You will also have a chance to experience parts of VA's Transition Assistance Program (TAP) activities firsthand.

Participants are welcome to attend all of the sessions in one track or choose sessions from multiple tracks. For a full list of sessions, please refer to the agenda.

# Speaker Bios



## Megan Andros

Megan Andros joined The Heinz Endowments in 2013 as a Community & Economic Development Program Officer. At the Endowments, she focuses primarily on improving the quality of life for Veterans in western Pennsylvania. Her goals are to strengthen the community of Veterans and their supporters, improve Veteran access to quality health and service organizations, and increase opportunities for Veterans in the workforce.

Before joining the Endowments, Megan served for five years as an ordnance officer in the Army's 1st Cavalry Division, reaching the rank of captain. She is a Veteran of Operation Iraqi Freedom, having served in northwest Baghdad from January 2009 to January 2010. Megan's first collaboration with the Endowments was through Coro Pittsburgh, a nine-month fellowship program that trains leaders in private, nonprofit, and government sectors. As a Coro fellow, she developed a survey to gauge Veterans' knowledge of organizations that serve them and to identify their individual needs, including employment opportunities and social support networks.

Megan is from Charlotte, N.C., and graduated from the United States Military Academy at West Point in 2006 with a Bachelor of Science in international law.

### Organization Overview

The Heinz Endowments is based in Pittsburgh, where it uses its region as a laboratory for the development of solutions to challenges that are national in scope. Although the majority of its giving is concentrated within southwestern Pennsylvania, it works wherever necessary, including statewide and nationally, to fulfill its mission. That mission is to help this region thrive as a whole community — economically, ecologically, educationally and culturally — while advancing the state of knowledge and practice in the fields in which it works. The Endowments' fields of emphasis include philanthropy in general and the disciplines represented by its five grantmaking programs: Arts & Culture; Children, Youth & Families; Community & Economic Development; Education; and Environment.

THE HEINZ ENDOWMENTS  
HOWARD HEINZ ENDOWMENT • VIDA L. HEINZ ENDOWMENT



## Stacy Bayton

Stacey Bayton is Senior Executive Vice President for Corporate America Supports You (CASY) and the Military Spouse Corporate Career Network (MSCCN). In this capacity, she maintains full oversight of both organizations, builds and manages partner relationships, and oversees program planning and development with partners to overcome hiring obstacles for service members, veterans, National Guard members, and military family members.

Ms. Bayton is a proven leader in the nonprofit executive management sector and a passionate advocate and activist. She is a trailblazer in jobs creation, developing employment opportunities for all military-affiliated job seekers by building employment-specific programs that connect job seekers to corporate hiring managers.

Ms. Bayton served in both the U.S. Coast Guard Reserve and the U.S. Marine Corps before building an extensive career in nonprofit business development and management, consulting, law, and public service. She is the proud wife of a retired Marine; founder of many employment, health, and environmental initiatives; and Chairman of the Board for Military Musters, a nonprofit that assists wounded service members and their families.



### Organization Overview

Corporate America Supports You (CASY) and the Military Spouse Corporate Career Network (MSCCN) operate a high-touch, high-tech program that delivers qualified, pre-screened, employment-ready service members, veterans, National Guard members, and military-affiliated job candidates to its recruiter partners. The organizations take each person through customized services that meet their individual needs, from self-actualization, targeted resume work, validation of skills, gap skills training, and career readiness to placement. CASY and MSCCN identify key steps and solutions needed to ensure a direct match in placement to minimize turnover for their companies and ensure career success and progression for their job seekers.



## Zachary Boren

Zach Boren is the Senior Advisor for the Office of Apprenticeship (OA) at the U.S. Department of Labor (USDOL). OA's mission is to collaboratively lead and support our uniquely American apprenticeship system, promoting high-quality workforce solutions for industry, ensuring valued earn and learn opportunities and career pathways for job seekers, and building strategic partnerships that strengthen our nation's workforce and improve the economic competitiveness of U.S. industry.

Zach leads a variety of the Department's apprenticeship expansion initiatives, and helps oversee efforts in congressional, international, and interagency affairs. In 2014, Zach was selected by the Aspen Institute as a Marano Fellow — participating in their Sector Skills Academy.

Prior to working at USDOL, Zach worked with the U.S. Coast Guard and on Capitol Hill. A native of Indiana, Zach received his bachelor's degree in public affairs from Indiana University, and holds a master's degree in congressional and presidential studies from The Catholic University of America. He lives in Maryland with his wife, Elizabeth, and daughter, Lucy.

### Organization Overview

ApprenticeshipUSA offers employers in every industry the tools to develop a highly skilled workforce to help grow their business. For workers, Apprenticeship USA offers opportunities to earn a salary while learning the skills necessary to succeed in high-demand careers. ApprenticeshipUSA exemplifies high standards, instructional rigor and quality training. Whether you are an employer looking to hire, train or retain a skilled workforce, or a worker looking for a new career in a well-paying occupation, ApprenticeshipUSA will help you achieve your goals.





## Blake Bourne

Blake Bourne became the Director of Community Initiatives for Charlotte Bridge Home (CBH) in September 2013. His initial focus was creating a local Veteran Employment Alliance of 60+ employers who have committed to hiring Veterans and sharing best practices. Blake now leads the Coordination Center of NCServes — the hub for a coordinated network of public, private, and nonprofit providers who have committed to serving Veteran and military families utilizing a common technology platform to create accountability and formalize communication, coordination, and transparency — in order to efficiently and effectively guide Veterans and their families to the most appropriate services and resources available to achieve their unique goals.

Prior to joining the CBH team Blake completed a public service fellowship with The Mission Continues. During the fellowship he spent six months at a local nonprofit service organization raising awareness of Veterans as civic assets.

Blake served in the United States Army as an Infantry Officer for six years, leaving at the rank of Captain. He was stationed in Georgia, Germany, and North Carolina and deployed to Iraq twice. Ranger and Airborne qualified, he earned the Expert Infantryman's Badge, Combat Infantryman's Badge, and Bronze Star.

Before joining the Army, Blake worked on Capitol Hill in the U.S. House of Representatives. He holds an undergraduate degree in political science from the University of Pennsylvania in Philadelphia. Blake and his wife LeeAnn live in Charlotte and have two children.

### Organization Overview

**MISSION: Making Veterans and Communities Stronger. Together.**

Charlotte Bridge Home helps Charlotte-area Veterans successfully transition home after military service by identifying their education, employment, social support, and community resource needs and connecting them to available community, state, and federal resources.

CBH is the one-stop shop for Veterans in Charlotte and the surrounding region experiencing transition. Because Veterans return home to a civilian community, each community must reach out and actively assist in the reintegration process alongside federal agencies such as VA. With CBH, Veterans in transition have a single point of contact to help navigate this very important life event, in a compassionate, low-pressure, and productive manner. CBH continues to lead the community toward making Charlotte a national model of public-private partnerships that assist in transitioning our nation's returning Veterans.

**The Outcome:** Veterans and their families are able to successfully pursue their dreams of building a relevant and productive life in the Charlotte region. Our community benefits from their leadership and commitment, and the drain on community resources is reduced.





## Ned Breslin

Ned Breslin serves as partnerships and programmatic investments executive vice president at Wounded Warrior Project® (WWP). He is responsible for supporting community integration efforts and ensuring that WWP programmatic investments transform warrior lives permanently.

Prior to joining WWP in 2015, Mr. Breslin was chief executive officer of Water for People. He developed innovative systems, programs, and tools that transformed the organization into a \$20 million-a-year sector leader. He reshaped Water For People's programming overseas and is best known for the monitoring work he pioneered that led to scaled programming across three continents.

During his tenure at Water For People, Mr. Breslin received the prestigious Skoll Award for Social Entrepreneurship for his impact and leadership in the areas of clean water and sanitation.

Mr. Breslin has been a nonprofit leader for close to three decades and has a distinguished record of implementing impactful programs across the globe. He has worked in South Africa, Mozambique, Zimbabwe, and Kenya, where he helped organizations grow, improve, and measure their results.

Mr. Breslin is a prolific writer and advocate who contributes regularly to several publications and journals including Forbes, Stanford Social Innovation Review, The Huffington Post, and The Chronicle of Philanthropy. He has spoken at several high-profile events including Technology, Entertainment, and Design events (TEDx); PopTech; Social Innovation Summit; South by Southwest (SXSW); and Social Good Summit, among many others.

He serves on the boards of several organizations including Sanergy (chair), 1in6, and Charity Defense Council (advisory member). He is a mentor at the Unreasonable Institute and St. Lawrence University.

Mr. Breslin received a bachelor's degree in government from St. Lawrence University in New York and a master's degree in political science from the University of the Witwatersrand in South Africa.

### Organization Overview

Wounded Warrior Project serves Veterans and Servicemembers who incurred a physical or mental injury, illness, or wound in the line of duty on or after Sept. 11, 2001. Wounded Warrior Project takes a holistic approach when serving warriors and their families to nurture the mind and body, and encourages economic empowerment and engagement. Through a high-touch and interactive approach, Wounded Warrior Project hopes to foster the most successful, well-adjusted generation of wounded Servicemembers in our nation's history.

Wounded Warrior Project currently serves almost 77,000 warriors and more than 13,000 of their family members and caregivers through its 20 unique programs and services. Wounded Warrior Project also works to raise awareness and to enlist the public's aid for the needs of injured Servicemembers, to help injured Servicemembers aid and assist each other, and to provide unique programs and services to meet their needs.



**WOUNDED WARRIOR  
PROJECT®**



## Joe Buehrle

Joe Buehrle serves as Coordinator for SAY San Diego's Healthy Start Military Family Resource Center in San Diego, California, where he oversees the center's staffing, program operations, and fund development. In this role he also serves as the Director of the San Diego Military Family Collaborative, a network of 100+ governmental, military, and social service organizations working to advocate, coordinate resources, and support local military families.

Mr. Buehrle has over 10 years of professional experience in the nonprofit sector. He has served as board chair of the San Diego Association of Nonprofits and currently serves as co-chair of the zero8hundred – Military Transition Support Project. He received his master's degree in social work from the University of Michigan with an emphasis in community organizing, social systems, and management.

### Organization Overview

SAY's mission is to partner with children, families, and communities to overcome barriers and create opportunities that enable them to realize and sustain their full potential.



SAY San Diego partnerships and services focus on strengthening the whole child, whole family, and whole community. Growing up and raising a family are complicated, even under the best of circumstances. SAY addresses the comprehensive needs of the entire family rather than focusing on one symptom or problem. SAY engages the community to work collaboratively and works with systems such as law enforcement, schools, and local government to effect positive change. SAY's holistic approach enriches youth, empowers families, and engages communities.



## Greg Call

Greg Call is the Veteran Program Manager at LinkedIn, where he is responsible for all military veteran initiatives including specialized product features, government and nonprofit collaboration, and internal hiring strategies. His vision is to connect all service members and veterans to LinkedIn's Economic Graph. He also volunteers as a career advisor for Transition Edge San Diego, a veteran empowerment program focused on transitioning veterans to professional careers.

Originally from the suburbs of Detroit, Michigan, Mr. Call is a veteran of the Marine Corps and was honorably discharged at the rank of Captain. While in the Marines, he served in a variety of billets with 1st Battalion 4th Marines, including Rifle Platoon Commander, Intelligence Officer, and Company Executive Officer. As part of the 15th Marine Expeditionary Unit, Mr. Call deployed to Eastern Africa in support of Special Operations Command as an Intelligence Targeting Officer. In his last billet as Advisor Team Officer In-Charge, he led a team of advisors attached to an Afghan Army Reconnaissance Company during combat operations in Afghanistan.

Mr. Call holds bachelor's degree from the University of Michigan and master's degree in accounting from Michigan State University. He is attending UCLA's Anderson School of Management in pursuit of an MBA. Since leaving the Marine Corps, he has dedicated his professional career to building programs and technology to eliminate the barriers to civilian employment for our veteran community.

### Organization Overview

LinkedIn connects the world's professionals to make them more productive and successful and transforms the ways companies hire, market and sell. Its vision is to create economic opportunity for every member of the global workforce through the ongoing development of the world's first Economic Graph. LinkedIn has more than 350 million members and has offices around the world.





## Ed Choe & Nancy Gale

Ed Choe led the team that developed TLG Learning's first cohort program for Transitioning Servicemembers in partnership with Camo2Commerce. Based on TLG Learning's longstanding successful accelerated career training and placement programs, the initial program evolved into two accelerated learning programs (ALPs) — an entry-level IT Help Desk Job Training Program and an intermediate-level Network Support Engineer (F5) Program. By partnering with industry leader F5 Networks, the Network Support Engineer ALP is designed to prepare candidates for an integral technical role supporting F5's customers. Both programs include partnerships with corporations, government agencies and nonprofits in actively providing career placement services for graduates of each program.

With a background spanning private, public and nonprofit sectors, Mr. Choe has worked in the IT industry, county government and several working boards of nonprofits.



Nancy Gale has been a key member of the senior leadership team at TLG Learning for 20 years, and is committed to working with clients to develop training solutions that create the greatest long term value. Alongside working with corporate clients and government agencies, Ms. Gale has been active in creating innovative career programs matching high demand IT jobs and the skills required with accelerated learning paths that build on the person's existing knowledge, skills and strengths, leading directly to career placement.

Ms. Gale serves on the Washington State Private Career School Advisory Committee and is active in the community. She has a bachelor's degree in business administration from the University of Washington and a master's degree in transformational leadership from Seattle University.

### Organization Overview

For over 20 years, TLG Learning has been trusted by premier companies and government agencies to provide complete learning solutions including Microsoft, F5 Networks, ITIL, Cisco, CompTIA, Project Management, Business Skills, and more. These solutions incorporate a wide range of vendor-certified and custom developed courses, multiple learning modalities and consulting support.

Last year, 99 percent of 3,000 TLG Learning clients reported they would recommend TLG Learning to others.

TLG Learning is also a Licensed Private Career School in Washington State and approved for Government Funded Career Training Programs. TLG Learning is one of six organizations nationwide selected by the Department of Veterans Affairs to provide accelerated learning programs to transitioning Servicemembers and Veterans as part of the President's TechHire initiative.





## Rosye Cloud & Christi Collins

Rosye Cloud's primary focus at the Department of Veterans Affairs (VA) is the economic success of Veterans, transitioning Servicemembers, and their families by promoting increased education, training, and employment opportunities. Ms. Cloud's priorities are developing partnerships with the private sector and deploying place-based strategies to amplify the impact of VA benefits and programs.

Ms. Cloud's initiatives engage employers and other key stakeholders at the national and local levels to collectively demonstrate the value Veterans bring to the workforce and to their communities. Ms. Cloud oversees VA's portion of the interagency Transition Assistance Program (TAP), which provides information and guidance on VA benefits such as health care, compensation, life insurance, and home loans, as well as vocational rehabilitation and employment benefits information and counseling. TAP reaches over 250,000 transitioning Servicemembers, to include the National Guard and Reserve Component, each year in over 100 locations worldwide.

Prior to her appointment to VA, Ms. Cloud served as the White House Policy Director for Veterans, Wounded Warriors, and Military Families, where she acted as the Administration's Cross-Agency Priority Goal Lead for Veteran Career Readiness. Ms. Cloud played a key role in providing recommendations to the President on improving mental health and substance abuse treatment services for Veterans, Servicemembers, and their families. She also led efforts from the White House to modernize the Transition Assistance Program - the first major overhaul to the program in over 20 years. In addition to her experience with Veterans and their families, Ms. Cloud previously served as the Executive Director of the Performance Improvement Council at the Office of Management and Budget, where she coordinated performance reviews and strategy improvement.

Ms. Cloud holds graduate degrees and executive postgraduate certificates in business, human relations, organizational development, innovation, and corporate strategy from the Harvard Business School, UVA Darden Business School, MIT Sloan, and the University of Oklahoma. In 2008, Ms. Cloud matriculated to the Industrial College of the Armed Forces and graduated with an advanced degree in National Resource Strategy.



Christi Collins' focus is on improving economic outcomes for Veterans and their families through policy development in the areas of transition, employment, skills building, and education. Utilizing her experience in urban planning and relationship building at the local, regional and federal level, Ms. Collins creates innovative solutions through public-private partnerships, place-based strategies, and interactive tools like the Veterans Employment Center. With a goal of building successful communities at the center, she is passionate about the VA leading collaborative efforts that create lifelong, real results for Veterans and their families.

### Organization Overview

VA's Office of Transition, Employment, and Economic Impact is dedicated to helping transitioning Servicemembers, Veterans, and their families take advantage of the benefits they have earned to connect with meaningful careers and achieve long-term economic success.



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## Matt Collier

Originally from Michigan, Matt Collier served as an Infantry Officer in the U.S. Army, held major elective public office, and has worked in the private sector for over 20 years. He holds degrees from the United States Military Academy at West Point, as well as from Harvard University.

Following his graduation from West Point, and subsequent to his six years of service in the military, Mr. Collier served as the Chief of Staff for a U.S. Congressman, and was then elected as the youngest big city “strong” Mayor in the United States. He served as Mayor of Flint, Michigan, from 1987 to 1991 in the capacity of Chief Executive Officer.

Since that time, Mr. Collier has served in executive roles with a variety of high technology companies. These assignments have included over 13 years of President & CEO experience, company ownership, and executive stints in both private and public companies.

Mr. Collier is currently working for VA Secretary Bob McDonald as part of the MyVA Task Force, responsible for VA Strategic Partnerships, and is Chairman of the Board of Directors of One World, a nonprofit leadership and character development organization based in New York.

He resides in Thousand Oaks, California, and Washington, D.C.

### Organization Overview

The goal of the Strategic Partnerships team is to leverage resources external to the VA on an effective and consistent basis, at all levels of the Department, to improve the Veteran experience while enhancing productivity and efficiency across the enterprise. This will be accomplished by maximizing external proposals, empowering employees to take an active role in partnerships, proactively engaging potential partners, and sustaining and replicating best practices across the Department.





## Todd Connor

Todd Connor is the CEO and Founder of Bunker Labs, a national entrepreneurship organization dedicated to helping military Veterans start and grow businesses. Announced in Chicago in June 2014 in partnership with 1871, Chicago Mayor Rahm Emanuel, Governor Pat Quinn, and Sen. Dick Durbin, Bunker Labs has grown to locations in several other cities, with further expansion plans underway.

Bunker Labs is primarily focused on helping increase the number of military Veterans that successfully start businesses. This is done first by creating thriving local networks to help connect early stage companies to the resources and connections they need and second by developing the capacity of the founders through education, assessments, coaching, mentorship and support. In addition, as a 'Lab' environment the Bunker is in a position to launch innovations where there is an opportunity to impact the Veteran community.

Mr. Connor is a former management consultant and U.S. Navy Veteran, and has held many leadership roles in the public and private sector. He is a two-time entrepreneur and currently the CEO of Flank 5 Academy. He holds a bachelor's degree from Northwestern University and an MBA from the University of Chicago. He previously served as the Chief of Staff for Education at Chicago Public Schools, and is the author of two books on leadership and personal strategy.

### Organization Overview

Bunker Labs' mission is to catalyze the entrepreneurial potential of the military experience to lead the American economy. The Bunker helps military Veteran entrepreneurs get their foot in the door with angel investors, venture capital, and alternative investment opportunities.





## Walt Cooper

Walt Cooper is the Chief of Staff of the Veterans Experience Office at the U.S. Department of Veterans Affairs. He is responsible for coordinating a team that designs and implements care and benefits experiences based on the perspectives and needs of Veterans, their families, survivors and those who advocate on their behalf.

It is a perspective Walt knows well, since he is also a VA customer, having served 14 years active duty with the Army, most recently as Green Beret with the 10th Special Forces Group. He continues to serve the in Army Reserve. Walt joined VA in the fall of 2014 to help fulfill our country's commitment to his comrades in arms following their service.

Under his guidance, the team has set out priorities aimed at creating experiences with meaning, services that support and enable, and a renewed trust in the VA. These priorities range from creating a "unified digital experience" to building out a network of community boards to better integrate local efforts to address Veterans' needs.



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Walt holds a Ph.D. from Harvard University, studied at the University of Oxford as a Rhodes Scholar, and is a 1999 graduate of the Military Academy at West Point, where he was both Distinguished Honor Graduate and valedictorian.

In his spare time, Walt is an avid outdoorsman and enjoys teaching his kids about camping and hiking. He and his family live in Bethesda, Maryland.



## Curtis Coy

Curtis (Curt) L. Coy was appointed to be the first Deputy Under Secretary for Economic Opportunity in the Veterans Benefits Administration (VBA), Department of Veterans Affairs (VA) on May 9, 2011. In this role, Mr. Coy oversees all education benefits (GI Bill®), vocational rehabilitation for wounded warriors and disabled Veterans, loan guaranty service (VA Home Loans), Veterans transition and employment issues, and VBA collaboration with Department of Defense programs. These programs work collectively to assist Veterans achieve personal and economic success.

Prior to this appointment, Mr. Coy was a senior executive at the Department of Health and Human Services (HHS) for nearly 11 years. For eight of those years, he was the Deputy Assistant Secretary for Administration at the Administration for Children and Families (ACF). In this role, Mr. Coy was responsible for exerting corporate leadership to ensure the success of the business aspects of the ACF mission — over 70 national social service programs with a total budget of over \$47 billion in grants. He held other key senior leadership roles in HHS including Director of the Programs Support Center, a \$500 million fee-for-service organization, Deputy Commissioner and Chief Financial Officer of the Food and Drug Administration.

For almost seven years, Mr. Coy worked at PricewaterhouseCoopers as a Senior Managing Consultant. Prior to his civilian career, Mr. Coy served in the Navy for 24 years as a Surface Warfare and Supply Corps officer. He began his military career as an enlisted member in the United States Air Force. He subsequently accepted an appointment at the U.S. Naval Academy, graduating with the Class of 1975.

He is the recipient of a number of distinguished awards to include a Presidential Rank Award in 1984, the Surgeon General's Medallion in 2002, and the HHS Secretary's Distinguished Service Award in 2009. His military decorations include Meritorious Service Medals, Commendation Medal and Achievement Medals. Mr. Coy has been selected as a Fellow in the National Academy of Public Administration and the National Contract Management Association.

Mr. Coy was awarded two master's degrees from the Naval Postgraduate School in Monterey, CA. A strong believer in higher education, Mr. Coy served as an Adjunct Associate Professor for the University of Maryland University College Graduate School of Management and Technology as well as two community colleges. He has been selected for the International Who's Who of Professionals, Who's Who in America, and Who's Who Historical Society.

His greatest source of pride, however, is being a father and grandfather and a devoted husband of Denise.



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## Margarita Devlin

Margarita Devlin currently serves as the Executive Director in the Department of Veterans Affairs Office of Interagency Care and Benefits Coordination (ICBC). In this role, Mrs. Devlin is the principal advisor to the Secretary of Veterans Affairs, and other senior leaders on matters related to interagency complex care, benefits and services coordination for severely wounded, ill and injured Servicemembers and Veterans with circumstances requiring life-long assistance. Mrs. Devlin leads collaborative efforts with the Department of Defense and supports the Interagency Care Coordination Committee (IC3). Mrs. Devlin also has responsibility for leadership of the Federal Recovery Coordination Program, where masters prepared nurses and clinical social workers provide severely wounded, ill and injured Servicemembers and Veterans with services to ensure that all care, benefits and services are effectively provided across the continuum of care; including before, during and after transition.

Mrs. Devlin also serves as the leader for improving Navigation, Advocacy and Community Engagement as part of the MyVA Veterans Experience team. In this capacity, Mrs. Devlin leads the development of streamlined service offerings, development of a VA-wide systemic advocacy program, and development of MyVA Communities across the country.

Mrs. Devlin began her VA career as a Vocational Rehabilitation Specialist in 1995. Her VA career progressed to the positions of Vocational Rehabilitation Counselor, Assistant VR&E Officer, VR&E Officer, and then Deputy Director of VR&E Service. Mrs. Devlin holds a master's degree in Rehabilitation Counseling from the University of South Florida. She is a Certified Rehabilitation Counselor, and a graduate of the Leadership VA (2006) and Assistant Director Development (2008) Programs.

### Organization Overview

The Office of Interagency Care and Benefits Coordination (ICBC) provides leadership regarding the direction of interagency complex care, benefits and service coordination within the Department of Veterans Affairs, including leading collaborative efforts including Interagency Care Coordination Committee (IC3) and the Federal Recovery Coordination Program (FRCP). ICBC collaborates with executive level leadership to ensure that the work of the IC3 and FRCP are strategically linked to the direction and business of the Department; it creates a common operational picture whereby Federal partners form a community of practice for interagency complex care, benefits, and services coordination. FRCP was established to assist severely wounded, ill, and injured post-9/11 Servicemembers, Veterans, and their families with access to care, services, and benefits. ICBC also leads the Navigation, Advocacy and Community Engagement efforts of the Veterans Experience team, supporting the VA's Chief Veterans Experience Officer.





## Ann Marie Dougherty

Anne Marie Dougherty assumed her role as executive director of the Bob Woodruff Foundation in December 2011 — employing her background in corporate consulting, marketing, and communications since joining the organization in 2008.

Since then, Ms. Dougherty has more than doubled revenue, while decreasing expenses. She also worked to refine the granting process, increasing overall program spending each year.

Through the forging of high-level partnerships with corporations, nonprofits, and government and military officials, Ms. Dougherty has positioned the Bob Woodruff Foundation as a national leader in the Veteran space. In turn, national awareness about the needs of injured Servicemembers, Veterans and their families as they return to the homefront has been elevated.

As the Foundation's national reputation and reach expands, Ms. Dougherty is focused on making it the hub of a strong and growing collaborative network of grass-roots organizations with innovative programs and outsized impact, that stands strongly on the reputation and credibility of the Woodruff family name.

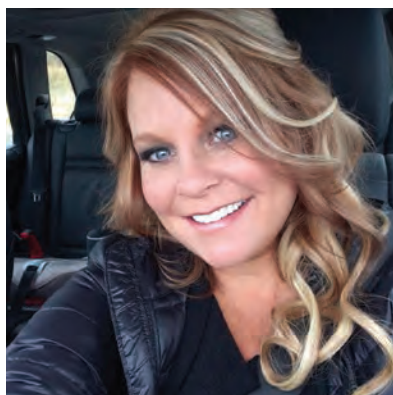
Since its founding, the Bob Woodruff Foundation has invested more than \$28 million to find, fund and shape innovative programs, reaching more than 2 million Servicemembers, Veterans, family members, and support personnel.

A Philadelphia native and graduate of Drexel University, Ms. Dougherty is the spouse of a Marine combat Veteran. The Nonprofit Times and American Marketing Association named her Nonprofit Marketer of the Year in 2012.

### Organization Overview

The Bob Woodruff Foundation (BWF) is the nonprofit dedicated to ensuring that post-9/11 injured Servicemembers, Veterans, and their families thrive long after they return home. A national organization with grass-roots reach, the Bob Woodruff Foundation complements the work of the federal government—diligently navigating the maze of more than 46,000 nonprofits providing services to Veterans—to find, fund, and shape innovative programs and hold them accountable for results. To date, BWF has invested more than \$28 million in solutions, reaching more than 2 million Servicemembers, support personnel, Veterans and their families. The Bob Woodruff Foundation was co-founded in 2006 by award-winning ABC news anchor Bob Woodruff and his family, whose experiences inspired them to help make sure the nation's heroes have access to the highest level of support and resources they deserve, for as long as they need them. For more information about the Bob Woodruff Foundation, visit [bobwoodrufffoundation.org](http://bobwoodrufffoundation.org).





## Elizabeth Downey

Elizabeth Downey is Chief Administrative Officer of QualTek USA, LLC. Ms. Downey has over 20 years of successful human resource experience in the telecommunication industry. Prior to joining QualTek, Ms. Downey was Chief Administrative Officer of UniTek Global Services. Ms. Downey also held senior executive positions for a competitive local exchange carrier in the telecommunications sector and an international publishing company. Ms. Downey brings proven leadership and human resources expertise to QualTek.

### Organization Overview

QualTek provides engineering, construction, fulfillment, and project management to the industry. Our customer base includes all the major U.S. Carriers. A typical project takes the carriers requirements and develops and executes the processes required to take the initial design developed by the carrier to seamless completion. Our experienced management staff, qualified field technicians, accurate and state of the art data management and financial systems and dedicated network of subcontractors ensure projects are delivered on time in a quality and financially responsible manner. By training and developing internal crews and monitoring and supervising a network of subcontractors, QualTek ensures all projects are completed in a safe manner maintaining quality standards.



A proven management team with decades of experience managing all phases of the telecom construction and wireless industry. Our current office locations are in Pennsylvania, New Jersey, New York, Massachusetts, Texas, Florida, California, Missouri, Oklahoma, Arizona, Georgia and Oregon. QualTek's state-of-the art facilities organization can ramp up immediate offices to accommodate projects in all U.S. locations.



## Timothy Downs

Tim Downs has an 18-year track record in the business-to-business media industry and specifically has developed media properties (conferences, trade exhibitions, and publications) in emerging technologies, including electronics, broadband communications, wireless, and Internet of Things. Currently, Interwork Media produces business conferences and media focused on wireless spectrum, gigabit municipal city networks, big data, and more. Additionally, Interwork Media provides content developments services corporations and nonprofit organizations in the broadband industry. As co-founder and President of Shorecliff Communications, Mr. Downs developed four of the telecom's most successful niche trade exhibitions, as well as more than 35 technology conferences, websites and publications. Shorecliff was acquired by CMP Media (a unit of United Business Media) in 2007.

### Organization Overview

Interwork Media is a business-to-business content firm that specializes in telecommunications, wireless, broadband, broadcast, and Internet of Things industry sectors. They produce technology-centric information products — content, educational conferences, print publications, and online communities — on behalf of technology brands, nonprofit organizations, and publishing companies.





## Eric Eversole

Eric Eversole is a Vice President at the U.S. Chamber of Commerce and President of Hiring Our Heroes, a program of the U.S. Chamber of Commerce Foundation. Hiring Our Heroes is a grass-roots initiative to help Veterans, transitioning Servicemembers, and military spouses find meaningful employment in communities across America. As President, Mr. Eversole manages the day-to-day operations and strategically engages the program's private- and public-sector partners in an effort to connect businesses to the talented men and women transitioning out of the military, as well as their spouses.

For nearly two decades, Mr. Eversole has shown a strong commitment to the military and the men and women who serve. He first entered military service in 1994 as an enlisted security specialist in the Indiana Air National Guard. Eversole later accepted a commission in the United States Navy JAG Corps in 1998 and served on active duty until 2001. Currently, he serves as a Commander in the Navy Reserve JAG Corps. Originally from Bluffton, Indiana, Eversole resides in Washington, D.C., with his wife, Amanda, and their daughter, Ellie.

### Organization Overview

Hiring Our Heroes, a program of the U.S. Chamber of Commerce Foundation, launched in March 2011 as a nationwide initiative to help Veterans, transitioning Servicemembers, and military spouses find meaningful employment opportunities. Working with the U.S. Chamber of Commerce's vast network of state and local chambers and strategic partners from the public, private, and nonprofit sectors, its goal is to create a movement across America in hundreds of communities where Veterans and military families return every day.

To date, more than 27,200 Veterans and military spouses have obtained jobs through Hiring Our Heroes events. More than 2,000 companies of all sizes have committed to hire 707,000 Veterans and military spouses as part of the Hiring 500,000 Heroes campaign. Of those commitments, there have been more than 500,000 confirmed hires.





## Dan Goldenberg

Dan Goldenberg was appointed as the full-time executive director for the Call of Duty Endowment in 2013. Goldenberg, who currently serves as a commander in the Navy Reserve, brings to the job 23 years of active and reserve military service and more than a decade of business experience — most recently serving as Sr. Vice President of Growth Partnership Services at Frost & Sullivan, a global research and management consulting firm, and prior to that as a senior director and practice manager at CEB. Highlights of his military service include tours as a commanding officer, carrier-based naval flight officer, and special assistant to the Secretary of the Navy.

Mr. Goldenberg is a graduate of the United States Naval Academy, Harvard Business School and the Air Command and Staff College. His strong personal connection to Veterans and understanding firsthand the impact they can have in the civilian workforce will drive the Endowment's efforts to place Veterans into high-quality jobs.

### Organization Overview

The Call of Duty Endowment helps Veterans find high-quality careers by supporting groups that prepare them for the job market and by raising awareness of the value Vets bring to the workplace. To date, the Endowment has funded the placement of over 14,700 Veterans into high-quality jobs. In 2014, its grantees helped Veterans find jobs for an average cost per placement of \$901.





## Nathan Graeser

Nathan Graeser has over 14 years of experience working with military and Veteran populations. He currently directs the Los Angeles Veterans Collaborative- a collective impact group that consists of more than 250 different service providers throughout LA County — for USC's Center for Innovation and Research for Veteran and Military Families (CIR). As both an active Army National Guard Chaplain and a Social Worker, Nathan has trained hundreds of mental health providers treating Veterans, developed creative and realistic approaches for communities to improve the lives of Veterans and their families and been recognized for his innovative use of ceremonies for transitioning Veterans with moral injury. He has developed Veteran clinical scenarios for training social workers, coordinated large community efforts around Veteran engagement and career development, and individually worked with hundreds of Veterans and families in the Los Angeles area. He was recently recognized by USC's Center for Religion and Civic Culture and the Interreligious Council of Southern California as a one of 50 leaders working at the intersection of faith and social change.



### Organization Overview

The Center for Innovation and Research on Veterans and Military Families (CIR) was founded in 2009 at the USC School of Social Work and is the first university-based research center to focus exclusively on military behavioral health. Aligned with the school's mission to serve society and improve individual wellbeing, CIR's mission is to strengthen the transition of Veterans and their families into the community by increasing their resiliency, their access to care, and the community's capacity to serve them. CIR envisions a world where the needs of America's Veterans and military families are met with compassion and competency.



## Gabriel Kendall

Gabriel Kendall is 2-1-1's Associate Director of Community Partnerships, where he is responsible for building impactful and long-standing relationships with community partners, providing 2-1-1 with community feedback, and representing the agency at area meetings, functions, and committees. Mr. Kendall works closely with the Executive Vice President and is the agency's program liaison for 2-1-1's Veteran and military projects and initiatives. As a key agency leader and through his spirit of collaboration, he represents 2-1-1 at the 25 Cities Initiative, Regional of Continuum of Care Council Coordinated, Assessment and Housing Placement Advisory Committee, Emergency Food and Shelter Program Board, County of San Diego Live Well North County Leadership Team, and a number of other community collaboratives.

Before joining 2-1-1 San Diego, Mr. Kendall served as a Social Services Program Manager for the Community Resource Center of Encinitas, where he specialized in emergency and shelter services. At 2-1-1, he first worked as a Customer Service Representative and then a Database Conversion Specialist, gaining hands-on experience with 2-1-1 operations, program design, and implementation.

### Organization Overview

2-1-1 San Diego is a resource and information hub that connects people with community, health, and disaster services through a free, 24/7, stigma-free confidential phone service and searchable online database. 2-1-1 serves the entire population of San Diego County.

Every hour of every day, someone in the county searches for services, from substance abuse treatment to care for a child or aging parent, food, housing, or financial assistance. With more than 6,000 health and human service programs, finding help can seem insurmountable. 2-1-1 can help.

By dialing 2-1-1, clients are linked to a live, highly trained Client Service Representatives (CSR) who will help them navigate through their situations by assessing their needs and then matching them to the best and closest resource in their community. Assistance is confidential and offered in more than 200 languages and dialects. 2-1-1's highly trained CSRs, the majority of whom are Alliance of Information and Referral Systems-certified, provide a wide range of immediate resources to local individuals and families.





## Eric Kramer

An accomplished career coach and consultant, Eric Kramer has used his clinical psychology background and extensive business experience to help thousands of individuals manage and advance their careers. He started his career as a clinical psychologist before becoming an entrepreneur in software development and a sought-after career consultant. He has worked for both large and small companies, including serving as a senior career consultant and career center manager for two of the country's largest career transition firms. As a senior consultant, Mr. Kramer has worked with hundreds of job seekers individually and in groups, teaching them job search skills and coaching them through their interviews. Based on his background in psychology and through his work with transitioning professionals, he has become a career expert.

Mr. Kramer has authored three books, published by Cengage Publishing: "Active Interviewing; Branding, Selling and Presenting Yourself to Win Your Next Job", "1001 Interview Strategies," and "1001 Networking Strategies." He also publishes a blog, "Interview Your Best," and is the developer of the iBest Interview Presentation — [www.interviewbest.com](http://www.interviewbest.com) — and Twitters as @InterviewBest.

Mr. Kramer earned a bachelor's degree in psychology from the University of Hartford and a master's degree in counseling psychology from American University. He is trained in Positive Psychology Coaching and is licensed as a psychologist in the state of Pennsylvania.

### Organization Overview

Full Circle Computing is a leading provider of talent management, computer, and career training through local workforce development programs, open enrollment courses, and corporate training. With more than 1,000 clients served, Full Circle provides efficient and effective training to help organizations achieve their training and talent management goals. Full Circle's history of success includes:

- 15+ years in information technology (IT) and accelerated computer training
- 15,000+ students trained across various IT curriculum
- 4,000+ students examinations proctored
- 25,000+ certificates granted or continuing education credits provided



Full Circle provides individuals access to the education, work experiences, and guidance to realize their full potential and provide quality work to the organizations that employ them.



## Jim Lorraine

Jim Lorraine is a native of Clinton, New York, and commissioned in the Air Force upon graduation as a nurse from Syracuse University. During his 23 years of service, Jim served in operations throughout the world as the Fellow to the Chairman, Joint Chiefs of Staff, and Deputy Command Surgeon for the United States Special Operations Command.

Jim founded the United States Special Operations Command Care Coalition — a warrior advocacy organization recognized as the gold standard for serving special operations forces and their families. While Director, Jim was also hand-picked by the Chairman, Joint Chiefs of Staff to simultaneously serve as his Special Assistant to advise on all aspects of support to military, Veterans, and their families.

Following government service, Jim transformed Augusta Warrior Project into a nationally recognized organization where he created the model of proactively connecting with warriors of all military eras and linking them to community and national services in order to improve their quality of life.

From this success, Jim founded the America's Warrior Partnership, which replicates the Augusta model in communities throughout the United States, with the goal of improving the quality of life for Warriors, their families, and their communities.

Additionally, Jim is a 2015 Presidential Leadership Scholar, holds a master's degree from Webster University, and serves as a Trustee for the South Carolina's Veteran's Trust Fund. His military awards include the Bronze Star and the Special Operations Command medal.

### Organization Overview

America's Warrior Partnership's mission is to partner with warrior-centric communities by providing a proven model, mentorship, and resources in order to advance comprehensive and holistic Warrior care and to promote the overall wellbeing of warriors and their communities.

Warriors are those who currently serve or have served our nation in the military, from any service era, wounded or not, and their families or caregivers.

America's Warrior Partnership believes it is essential to do four things: connect with warriors, educate warriors about resources, advocate for warriors, and collaborate to unite the community in its support of warriors.





## David McIntyre

David J. McIntyre, Jr., is President and CEO of TriWest Healthcare Alliance. In 1996, Mr. McIntyre co-founded TriWest Healthcare Alliance and has since led the corporation, which is working to ensure that Veterans in roughly half the nation have access to high-quality health care when it is not provided directly by VA. Mr. McIntyre has more than 30 years of experience, success, and accomplishments in national health care policy development, business development, and leadership in both government and the private sector.

Mr. McIntyre has a bachelor's degree in political science from Seattle Pacific University and a master's degree in administrative sciences (with an emphasis in management and health policy/administration) from Johns Hopkins University. He also participated in the Executive Education Program for Senior Government Managers at Harvard University.

In addition to leading TriWest Healthcare Alliance, Mr. McIntyre serves on a number of nonprofit boards, including the Congressional Medal of Honor Foundation Board of Directors and the Fisher House Foundation Board of Trustees.

### Organization Overview

TriWest Healthcare Alliance serves our nation's heroes as the partner of the Department of Veterans Affairs (VA) in administering the Patient-Centered Community Care (PC3) and Veterans Choice Program (VCP). TriWest's network of dedicated health care professionals is located throughout all or parts of 28 states, as well as in Guam, the Northern Mariana Islands, and American Samoa. TriWest has been On a Mission to Service® America's military families and Veterans since 1996, delivering award-winning customer service and providing access to high-quality health care. TriWest also provides behavioral health services to the U.S. Marine Corps.





## Chris McRae

Chris McRae served as a Noncommissioned Officer (NCO) in the United States Army as a Long Range Surveillance Detachment and line Infantry soldier for eleven years between 1997 and 2008. During his enlistment, he completed numerous real-world peacetime and combat deployments including one combat tour in support of Operation Enduring Freedom I (OEF) and three combat tours in support of Operation Iraqi Freedom (OIF). Since transitioning from the Army in 2008, he has earned a bachelor's degree in Community Psychology, a master's degree in Clinical-Community Psychology, an M.P.A., and is currently a Ph.D. candidate at Clemson University. His work as a civilian has focused primarily on community development, poverty alleviation, and warrior community wellness. Chris currently serves as the Chief Operating Officer for Upstate Warrior Solution, a local community-based nonprofit organization that connects warriors and their families to the resources and opportunities, leads them through the process of self-empowerment, and inspires the community to embrace warriors and their family members as valued neighbors and friends.

### Organization Overview

Upstate Warrior Solution is a community-based nonprofit that is committed to promoting wellness in the Upstate South Carolina Warrior community. Our mission is to connect Warriors and their families to resources and opportunities, lead them through the process of self-empowerment, and inspire the community to embrace Warriors and their family members as valued neighbors and friends. We meet the needs of local Warriors through the sequencing and delivery of outreach, mentoring, case-coordination, and targeted case-management interventions, as well as through providing leadership in the development, integration, and coordination of local public, private, and nonprofit services.





## Mark Mercer

Mark Mercer is COO for Warriors4Wireless, a national nonprofit service organization providing Veterans training and job placement in the wireless and telecom industry. He has over 25 years of experience in corporate management, business development, product development/deployment, and operations in technology-related industries, from start-up to Fortune environments. An original founder and VP/GM of Time Warner Cable's Road Runner Business Class, he was responsible for developing and deploying the HFC and fiber-based services to the commercial and enterprise markets. An early innovator in bringing fiber to the cell site using cable operators' networks, he led initiatives across the country for fiber and hybrid backhaul solutions. He spent the past 12 years in wireless solutions and services, including infrastructure construction, DAS, small cells, and Wifi deployment.

After serving in the United States Navy following graduation from the U.S. Naval Academy, Mr. Mercer led some of the earliest research and development efforts in Internet security, leading to several startups in information security and network-based infrastructure services. He also was a partner with Ernst & Young's security practice.



### Organization Overview

Warriors4Wireless (W4W) is a nonprofit formed to bridge the gap between the demand for trained and deployable wireless, broadband, and telecom technicians and the thousands of qualified Servicemembers eager to transfer the skills they've learned in the military to civilian careers. The organization provides training, advanced certification, and transitional support for Veterans, providing them with the building blocks they need for lucrative new careers in the telecommunications industry.



## Terry Meyer

Terry Meyer is a 2001 MDIV graduate of Concordia Seminary, St. Louis, MO. Prior to seminary, he received a bachelor's degree from Concordia University in Mequon, WI. From 2001 to 2010, he served as pastor for The Lutheran Church-Missouri Synod in both Canyon and Hereford, TX. Shortly after the death of their son Brandon in Operation Iraqi Freedom, he and his wife of 29 years, Genia, moved to California. They currently reside in Laguna Hills, CA, to be near where their son, Brandon, lies in God's peace.

Rev. Meyer worked as a government contractor between April and November 2011 at FOB Marez in Mosul, Iraq. After briefly returning home, he again worked as a government contractor from April 2012 to April 2013 at FOB Bagram Airfield in Afghanistan. He currently works as an advocate for the families of our Fallen Heroes with TAPS (Tragedy Assistance Program for Survivors). He and his wife Genia have two children, Brandon (deceased – KIA, Mosul, Iraq, Jan. 28, 2008), and Desiree, who resides in Austin, TX. They also have two beautiful huskies, Sophie and Koda, who keep their nest from becoming empty.

### Organization Overview

The Tragedy Assistance Program for Survivors (TAPS) is the national organization providing compassionate care for the families of America's fallen military heroes and has offered support to more than 50,000 surviving family members of our fallen military and their caregivers since 1994. TAPS provides peer-based emotional support, grief and trauma resources, healing seminars and retreats for adults, camps for children, casework assistance, connections to community-based care, online and in-person support groups and the 24/7 National Military Survivor Helpline at 800.959.TAPS (8277) available for all who have been affected by a death in the Armed Forces. Services are provided free of charge. For more information go to [www.taps.org](http://www.taps.org) or call TAPS at 202.588.TAPS (8277).





## Rodney Moses

Rodney Moses, Vice President of Global Recruitment at Hilton Worldwide, is a respected global human resource leader and innovator in the talent acquisition arena. For more than 20 years, he has demonstrated leadership in all aspects of strategic and operational human resources with specialized experience in high-growth publicly traded companies in which talent is critical to organization success.

In his current position, Rodney guides the recruitment function for Hilton Worldwide's 12 unique hospitality brands across 4,200 hotels in 93 countries and territories. Hilton Worldwide is the fastest growing global hotel company adding over 1,100 hotels and increasing their room count by 33 percent since 2007. Hilton Worldwide has a pipeline of approximately 1,230 hotels and 210,000 rooms, which is the largest in the industry.

Prior to joining Hilton Worldwide, Rodney was Vice President of Global Talent Acquisition at Research In Motion, maker of the BlackBerry® line of products and solutions. With a global perspective and past experience with both recruitment and HR at Coca-Cola Enterprises Inc., Life Technologies and PrincewaterhouseCoopers LLP, Rodney has produced millions of dollars in cost savings, increased productivity in high volume and high growth environments, championed Six Sigma Black Belt projects, and provided training to thousands.

Rodney holds a bachelor's degree from the University of Kentucky. He is active in and participates on the board of directors of DirectEmployers Association, Atlanta Sports Council, The Naismith Awards, and National Advisory Circle of the U.S. Chamber of Commerce Veteran Employment Advisory Council (VEAC), representing the hospitality industry.

### Organization Overview

Hilton Worldwide is a leading global hospitality company, spanning the lodging sector from luxury and full-service hotels and resorts to extended-stay suites and focused-service hotels. The company's portfolio includes 12 world-class global brands and an award-winning customer loyalty program, Hilton HHonors®.





## Aradhna Oliphant

Aradhna Oliphant is the President and CEO of Leadership Pittsburgh Inc. (LPI), the premier resource for leadership identification, connection, and development in southwestern Pennsylvania. LPI seeks to strengthen regional leadership through programs, partnerships and connections. During its 30-year history, Leadership Pittsburgh Inc. has produced over 2,000 informed and engaged leaders from the business and civic sectors and linked them with opportunities to help serve the region on a multitude of boards and commissions. Under Aradhna's leadership, LPI has received local and national awards for governance and innovation.

Born and raised in India, Aradhna holds an MBA from Rutgers University and a master's degree in Psychology from Bhopal University; she is a proud graduate of the eighteenth class of Leadership Pittsburgh — an experience that truly anchored her in the region. She serves on various regional boards and commissions including that of Chatham University, The Forbes Funds, and Pittsburgh Parking Authority as well as on the national board of community leadership organizations. She was invited by Pennsylvania Governor Wolf to serve on the Steering Committee for his transition and by Allegheny County Executive on the Govt. Review Commission. Aradhna also writes and presents frequently on regional issues and leadership, serves as the Vice President of Pittsburgh's International Women's Forum, and has been recognized for her innovation and leadership as a Women of Distinction by several area civic organizations and, most recently in 2015, as one of the top 25 most influential people in the region by the Pittsburgh Magazine.

### Organization Overview

Leadership Pittsburgh Inc. (LPI) is the foremost multidisciplinary leadership identification, enrichment and networking organization in southwestern PA. As an independent nonprofit organization, it is committed to developing a diverse group of leaders to serve the region through selection-based programs: Leadership Pittsburgh, Leadership Development Initiative, and the Community Leadership Course for Veterans. The programs' curricula address critical and timely topics, providing participants and alumni the platform to tackle regional issues in order to act as catalysts for positive change. As an organization, it is committed to helping the greater Pittsburgh region embrace creativity in its thinking and build bridges of understanding across segments. LPI has cultivated an impressive graduate network of over 2,000 civic leaders working to maximize the potential of the community.



LEADERSHIP  
PITTSBURGH INC.



## Colonel Adam Locke

Adam L. Locke serves as a Special Assistant to the Chief of Staff of the Army and Director of the Soldier for Life Program. In this role he connects Army, government and community efforts to build relationships that facilitate successful reintegration of soldiers, retired soldiers, veterans, and their families in order to keep them Army Strong and instill their values, ethos, and leadership within communities. A career infantryman, COL Locke has served in a series of strategic and operational assignments supporting operations in Central America, Iraq, and Afghanistan. He served three tours during Operation Iraqi Freedom as an Operations Officer, Executive Officer, and Infantry Stryker Battalion Commander. He also served on the Joint Staff and is a graduate of the National War College.

### Organization Overview

The Soldier for Life program connects Army, government, and community efforts to build relationships that facilitate the successful reintegration of our soldiers, retired soldiers, Veterans, and their families keeping them Army Strong and instilling their values, ethos, and leadership within communities. The program's lifecycle has four phases: Start Strong, Serve Strong, Reintegrate Strong, and Remain Strong. Through the Soldier for Life program the Army connects our Servicemembers with resources during each phase of the Soldier lifecycle and aligns efforts to empower members to serve honorably with pride and remain connected to the Army post service. From recruitment to retirement or honorable separation, once a soldier, always a soldier. A Soldier for Life.





## Jennifer Roseman

As Senior Vice President of VetAdvisor® Services, Jennifer Roseman implements and directs proactive Veteran outreach programs. Her role is to improve Veterans' access to career opportunities, Veteran benefits, and other resources including behavioral health screenings and reintegration coaching services, and she is responsible for maintaining and coordinating prime and subcontractor relationships. She has more than 10 years of experience managing personnel providing Veteran-related services. Jennifer has experience in the hiring and supervising of DoD victim advocates and as a victim rights manager/counselor, and is adept in government contract project/program management. Jennifer is President-Elect of the National Association for Rural Mental Health and a member of the American Counseling Association and the Saint Francis University Social Work Advisory Board. She is a Certified Peer Support Specialist Supervisor with a bachelor's degree in social work from Saint Francis University and a master's degree in Criminal Justice Administration from Mount Aloysius College.

### Organization Overview

VetAdvisor® is the nation's expert in Veteran-centric integrative care. It provides proactive coaching services across all aspects of transition and career development as well as behavioral health, wellness, and financial planning. Additionally, its coaching staff works with Veterans to help them identify training and development opportunities to enhance their skills.

Founded by a Veteran, VetAdvisor® provides government organizations, employers, and universities with coaches specializing in occupational, wellness, financial, and behavioral health. Its coaches have over 300 years combined military service and help Veterans and active duty Servicemembers address personal, family, and financial issues as they transition back into the workplace.





## Lewis Runnion

Lewis Runnion is the Public Policy Director with Bank of America's Military Affairs team, dedicated to coordinating programs that focus on military Servicemembers, family support, and the transition of Veterans and their families back into the civilian sector. The Military Affairs team focuses on the issues Veterans face related to jobs, education, housing, and wellness.

In his role, Lewis works regularly with government agencies and nonprofit organizations to identify ways to fill gaps and support active duty Servicemembers, Veterans and their families. In addition, he serves in an advisory role to Bank of America senior leadership for matters involving active duty/Veteran initiatives which include financial regulatory compliance, marketing, hiring, philanthropy, and Servicemember transition.

External to the bank, Lewis is an advisor to for the Military Service Initiatives of the George Bush Institute, a think tank focusing on issues important to Veterans and their families. He is a co-founder of Veterans on Wall Street and a member of the Housing Policy Council's Service Member Working Group. He has been a featured panelist/speaker regarding Veterans' issues for the Congressional Black Caucus, Professional Golf Association, Housing Policy Council, and others.

Lewis joined Bank of America Merrill Lynch in February 2008, bringing 12 years of financial services industry and management experience to the firm. Prior to taking on the public policy role, he managed a group of ultra-high-net-worth clients and was responsible for business development and engagement with select clients and businesses across the country.

Lewis served as both an enlisted soldier and commissioned officer in the United States Army, attaining his commission from the Reserve Officer Training Corps. Following his honorable discharge from active duty Army, he spent an additional five years in the United States Army Reserve.

### Organization Overview

Bank of America is one of the world's leading financial institutions, serving individual consumers, small and middle-market businesses, and large corporations with a full range of banking, investing, asset management and other financial and risk management products and services. Support for the military has been an integral part of Bank of America's culture for more than 95 years. In 2012, the Military Affairs team was created to coordinate efforts to support the military, with a focus on reintegrating Servicemembers in the civilian workforce through employment, housing, education, and wellness. We employ more than 10,000 Veterans and members of the guard and reserve and have a goal to hire 10,000 more over the next several years. Our dedicated military staffing team and industry-leading career website are dedicated to helping Veterans and their spouses find jobs. We also have donated nearly 2,000 homes for military Veterans and their families. Since 2009, Bank of America has donated more than \$14 million to nonprofit partners serving the military. Last year, our employees contributed 50,000 volunteer hours to support Servicemembers, Veterans, and their families in our communities.





## Katie Savant

Katie Savant became the Government Relations Information Manager in June 2012. In this position, she ensures that the advocacy work of the National Military Family Association (NMFA) Government Relations Department is promoted through association publications, the Internet, social media, and the MyMilitaryLife smartphone app. Ms. Savant demystifies the political work to produce tangible ideas for helping military families understand their rights and benefits.

Ms. Savant joined the NMFA Volunteer Corps in 2005 and served as a Government Relations Deputy Director from July 2008 to May 2012. She immersed herself in the issues of financial literacy, military housing, relocation, spouse education and employment, deployed family support, and other quality of life issues. She also represented NMFA at congressional hearings and served on advisory panels.

Ms. Savant co-chaired the Military Coalition Morale Welfare and Recreation and Military Construction Committee from 2011 to 2012, and represented military families on the Personnel, Compensation, and Commissaries Committee. The Military Coalition comprises 34 veteran and military service organizations and represents 5.5 million service members and their families.

Ms. Savant has a bachelor's degree in political science from Regis University, and a master's degree in public administration from the University of Southern California. She is the spouse of a 100 percent disabled Marine Corps veteran, bravely navigating post-military life with their two young children. She knows firsthand the effect of military transition on families, and remains committed to strengthening the bridge between the military and the civilian communities.

Follow her on Twitter @NMFAKatie

### Organization Overview

The National Military Family Association (NMFA) is the leading nonprofit dedicated to serving the families who stand behind the uniform. Since 1969, NMFA has worked to strengthen and protect millions of families through its advocacy and programs. NMFA provide scholarships for military spouses, camps for military kids, and retreats for families reconnecting after deployment and for the families of wounded, ill, or injured service members. NMFA serves the families of the currently serving, retired, wounded, or fallen members of the Army, Navy, Marine Corps, Air Force, Coast Guard, and Commissioned Corps of the U.S. Public Health Service and National Oceanic and Atmospheric Administration. To get involved or to learn more, visit [www.MilitaryFamily.org](http://www.MilitaryFamily.org).





## Celina Scally

Celina Scally joined Apria Healthcare in 1990 and has consistently been promoted to positions of greater responsibility during her time there, from roles in the field organization in both billing and customer service to Director, Customer Service and Training & Development, to Vice President, Organizational Effectiveness & Change Management. In her current position, she is the steward of Apria's culture and responsible for driving our ethics, values, and social responsibility to a nationwide workforce of over 8,000 with diverse talents and skills.

In addition to managing all aspects of Human Resources, Celina strategically ensures the organization possesses the people, skills, and capabilities to develop and execute the organization's mission and growth strategy. As a member of the executive leadership team, she partners with the business to provide consultative support and counsel and align business needs and human resources strategies to support the business. Celina is an active member in the Society of Human Resources Management, the Association for Talent Development, and World at Work, The Total Rewards Association.

### Organization Overview

Apria Healthcare is one of the nation's leading providers of home respiratory services and certain medical equipment, including oxygen therapy, inhalation therapies, sleep apnea treatment, and negative pressure wound therapy. Headquartered in Lake Forest, California, Apria owns and operates more than 400 locations throughout the United States and serves more than 1.2 million patients each year. Apria was the first such company to obtain voluntary accreditation from The Joint Commission and has been continuously accredited for more than 25 years.





## Timothy Slater

Timothy Slater is a native of St. Louis. He entered the United States Air Force in 1977 and served for 20 years. He retired from Keesler AFB in 1997, and moved back to the St. Louis area. Throughout his military career, he has filled a myriad of technical roles supporting the Systems Command and Air Education and Training Command. It is here that he developed his passion for information technology. His military experience is a direct result of his discipline, education, and training.

Mr. Slater is currently the President and CEO of Information Solutions Design, Inc. (ISD), a certified Service Disabled Veteran Owned Business in St. Louis. ISD provides information technology (IT) support services to commercial and government agencies throughout the U.S. ISD is also parent company to New Horizons of St. Louis and Metro East—providing IT Training to over 2,000 consumers and enterprise and federal government customers annually.

Mr. Slater's success continues, as he has been named recently "Entrepreneur of the Year" by St. Louis American magazine. Running a business has not stopped his commitment to the St. Louis community. This is demonstrated through numerous volunteer hours. He has served on many board and volunteer agencies, such as the Board Chair and Campaign Chair for United Way, IL division; Board Member of St. Louis United Way; Board Member of Father Support Center; Volunteer Employer Support for Guard and Reserve; and Board of Directors and the Advisory Board Investment Committee of Raymond James.

### Organization Overview

New Horizons is the world's largest independent IT training company.

Its career and corporate training solutions turn ambitions into marketable skills and business goals into tangible results—with learning methods for virtually every schedule and style, plus the most powerful vendor-authorized learning tools and expert instruction. New Horizons has trained more than 30 million people to make the most of technology, and it's just getting started.

- **Application Courses** – Beginner to advanced skills in major business applications
- **Technical Skills Courses** – Designed to advance your IT skills
- **Certification Courses** – Classes to help you prepare for certification
- **Business Skills Courses** – Improve your employee business skills





## Ann Sprute

After a successful 24 year career as an Army Aviator, Anne Sprute accepted a position in the corporate sector. In 2011, she realized her sense of service was calling her, and she founded RP/6 Inc.; originally named “the Unfinished Mission” a nonprofit organization serving Veterans, Servicemembers and their families.

Ms. Sprute has a proven track record for championing change, promoting diverse ideas, creating innovative solutions, and executing the vision and goals of the mission to realize organizational and team success. She specializes in advanced program management, executive leadership, and outreach dedicated to providing Servicemembers, their families and Veterans of all generations opportunities and resources to reach their fullest potential in the private sector. RP/6 started as a grass-roots initiative that has since progressed into a best-in-class model scaling nationally. The USO recognized RP/6 as one of four strategic partners to scale their best-in-class model utilizing a proven methodology and technology platform coordinating service providers in the community and beyond. USO T360 is launching 6 RP/6 sites in October 2015 with plans to expand in 2016/2017.

Ms. Sprute is a recent graduate of the inaugural Presidential Leadership Scholars class, a unique leadership program supported by resources of the U.S. Presidential Centers of Lyndon B. Johnson, George H.W. Bush, William J. Clinton, and George W. Bush. RP/6 was one of the first 25 communities selected to partner with the Veterans Economic Communities Initiative. Anne was appointed as the Co-Chair of the MyVA Community Board for Seattle/Tacoma, WA.

### Organization Overview

RP/6 was founded to establish a place in the community to convene public and private service providers and resources in support of the military community. With an innovative approach delivering robust and comprehensive solutions, RP6 is able to redefine the stigmas of transition from the military culture to reintegration into the private sector. Its approach is simple: Provide a safe, accessible environment, staffed with culturally competent community members connecting Servicemembers, Veterans, and their families to local and national resources and services that will guide them on their next mission in life.

#### **Our Culture:**

SERVICE. TRUST. RESULTS.

#### **Our Commitment:**

*“On the Path Forward, We’ve Got Your Back.”*





## Frank Talarico & Thomas T. Tierney

As President and CEO of Goodwill of Orange County since 2012, Frank Talarico, Jr. has risen to become an entrepreneurial leader by connecting an emerging workforce with businesses in need of workers. Talarico aggressively embraced the Goodwill mission to “help people who are facing barriers to finding employment” as his own. Talarico is an outside-the-box innovator who devises unique entrepreneurial programs that, in turn, become models for businesses around the region. In 2014, Goodwill served 16,803 people, putting more than \$28 million in combined salaries in the pockets of those individuals who got jobs.

At Goodwill, Mr. Talarico has one goal in mind: serve more people in the community. Mr. Talarico’s plan for the future growth of Goodwill of Orange County rests on specific goals to increase Goodwill of Orange County’s customer base; boost the profit contribution of the organization’s social enterprises by improving operational efficiencies; raise greater awareness of the organization’s mission in the community; and increase and focus resources on services that will help people facing barriers to get jobs.

Mr. Talarico was voted by his CEO peers in 2014 as Chairman, California Council of Goodwill Industries, the largest association of Goodwill organizations in the country. In the same year, OC Metro Magazine selected him to their annual “Hot 25” list as one of the 25 most influential people in Orange County. Mr. Talarico was also noted as one of Orange County’s “Most Influential” by the Orange County Register in 2014.



Thomas T. Tierney served in the Air Force from 1960 to 1971, including a tour of duty in Vietnam where he served as Deputy Chief of Logistics Plans and Programs at the Headquarters 7th Air Force during the time of the Tet Offensive. After completing this tour, he was assigned as a Pentagon Research Associate at the Rand Corporation, where he worked on logistics analysis and the use of advanced technologies. He has a bachelor’s degree in business from Wayne State University and a master’s in logistics management from the Air Force Institute of Technology. Mr. Tierney has a distinguished record of civic and philanthropic activities including being a Trustee of the UC Irvine Foundation Board and a Regent of Bastyr University in Seattle. He is engaged in healing initiatives for Veterans, including reduction of suicidality, and is an active participant in leadership positions supporting UC Irvine School of Medicine and the Board of Children’s Hospital of Orange County. He and his wife, Elizabeth, co-founded The Tierney Center for Veterans Services through Goodwill Industries, Orange County.



### Organization Overview

Goodwill of Orange County is in the business of helping people who are facing barriers, including individuals with disabilities, to get and keep jobs, which provides purpose, pride and dignity. Goodwill believes the power of work changes lives, has provided thousands of people with disabilities and other barriers the opportunity to achieve their highest levels of personal and economic independence through competitive employment.



## Raymond Toenniessen

Raymond Toenniessen is charged with cultivation and development of all new projects, programs and strategic initiatives for the institute, working in partnership with the related IVMF departments where the programs will eventually reside. He works with senior leadership to lead the IVMF's advancement strategy and serves as a liaison to the external advisory board.

In his previous role as Director of Veteran outreach at SU's Whitman School, he was instrumental in developing and executing educational programs for Veterans and military families—including EBV-F, V-WISE and Operation Endure & Grow. He previously served as national managing director for EBV Consortium programs.

Mr. Toenniessen has extensive experience in program management, operations, administration, customer service, and employee relations. A former Army officer, he served at the platoon, company, and battalion levels in leadership and staff positions, including platoon leader, operations officer, and detachment commander. In 2008, he deployed to Iraq in support of Operation Iraqi Freedom, where he was responsible for logistical activity for the entire central region. Under Mr. Toenniessen's leadership, his unit successfully redeployed in 2009. He was awarded a Bronze Star for his service.

He holds a bachelor's degree in international relations and political science from SU's College of Arts and Sciences and an MBA from the Saunders College of Business at the Rochester Institute of Technology.

### Organization Overview

The IVMF is the first interdisciplinary national institute in higher education focused on the social, economic, education, and policy issues impacting Veterans and their families post-service. Through its focus on Veteran-facing programming, research and policy, employment and employer support, and community engagement, the institute provides in-depth analysis of the challenges facing the Veteran community, captures best practices and serves as a forum to facilitate new partnerships and strong relationships between the individuals and organizations committed to making a difference for Veterans and military families.





## Nathaniel Wade

Nathaniel Wade is a seasoned IT executive with over 18 years of experience spanning both government and private sectors.

He is well-versed in driving organizational growth and advancement through the development and implementation of emerging technology systems, solutions, architecture, and applications. Mr. Wade's skillful communication and ability to successfully build rapport within internal and external networks, as well as engage cross-functional groups in strategic initiatives ensures a high level of synergy and resource realization. Mr. Wade has a bachelor's degree in management of information systems and holds several industry certifications, including CompTIA's A+, Network+, Security+, and Social Media Security Professional (SMSPP), as well as the GIAC's Security Essential Certification (GSEC) and Security Leadership Certification (GSLC), ISACA's Certified Information Security Manager (CISM), ISC2's Certified Information Systems Security Professional (CISSP), and PMI's Project Management Professional (PMP).

### Organization Overview

True Information Assurance, LLC (True IA) was founded in 2007 and is a federally registered, Veteran-owned, minority-owned, certified small business providing a broad array of innovative cybersecurity management consulting services and solutions to the federal government, including the Department of Defense, Department of Justice, Department of Labor, and the Office of the Secretary of Defense as well as the federal civilian and commercial services sector. True IA's highly skilled and experienced workforce has extensive expertise in the areas of cybersecurity program and project management, enterprise architecture, engineering, risk assessment, forensics and incident response, certification and accreditation, and continuity of operations. Along with these IT-related cybersecurity disciplines, its workforce also has substantial expertise in human and physical security disciplines such as industrial security, operations security, physical security, and personnel security.





## Maurice Wilson

Maurice Wilson is the President/Executive Director of the National Veterans Transition Services, Inc (NVTSI), nonprofit organization he co-founded with retired Rear Admiral Ronne Froman after serving as an advisory member for the Call of Duty Endowment (CODE), where he got his inspiration to design REBOOT.

Troubled with the high unemployment, homelessness, high rates of drug abuse, and other issues associated with military-to-civilian reintegration, Mr. Wilson designed REBOOT, a three-week behavior-based transition program designed to help returning Servicemembers successfully reintegrate back into civilian life after years of military service.

Since its inception, REBOOT has achieved a significantly high success rate, resulting in Mr. Wilson being recognized by the White House as a “Champion of Change” for the innovative design and impact REBOOT has on Servicemembers, Veterans, and their spouses.

To date REBOOT has successfully transitioned over 1,300 Veterans and is recognized as the only transition service of its kind in the country that takes a holistic approach to Veteran reintegration. REBOOT maintains a 97 percent success rate and has been independently validated by the University of San Diego and four doctoral students from Pepperdine University.

### Organization Overview

National Veterans Transition Services, Inc. (NVTSI) is a nonprofit organization that serves Veterans making the significant transition from military to civilian life. NVTSI advocates, informs, and provides comprehensive transition services for Veterans, with a focus on recently separated Servicemembers and Servicemembers within 12 months of anticipated separation.

NVTSI recognizes that the scope of transition challenges and service needs goes far beyond job placement. Military service is a life choice, not a career choice. Military-to-civilian transition is a life change, not a job change. The goal of NVTSI's primary program, REBOOT Workshops™, is to help Veterans build fulfilling and productive civilian lives strengthened by the reformed elements of their military character and experience.

NVTSI's REBOOT Workshops™ provide extensive personalized training that addresses the personal and social aspects of transition to civilian life. They use research-based, outcome-driven methods drawn from best practices in career planning and cognitive-behavioral techniques to help participants successfully reintegrate back into their families and communities.

NVTSI has expanded REBOOT Workshops™ to multiple areas, such as San Diego, Oceanside, Irvine, and Los Angeles, California; Norfolk Virginia; and Michigan, and is poised to launch in Indiana.



## Roger Woodworth

Woodworth began his military career by enlisting in the United States Army in June 1996 after attending Clarkson University. After serving three years as an enlisted member, Mr. Woodworth attended Officers Candidate School, receiving his commission in June 1999. Subsequently, Mr. Woodworth has served in many leadership positions and received accolades for his duty, including the Bronze Star Medal, Army Commendation Medal (with 'V' device for Valor), Basic Army Parachutist Badge, and Combat Action Badge, among numerous others.

Mr. Woodworth continues his service to Veterans beyond the military and remains actively engaged in Veterans' advocacy and service through various Veteran oriented committees and councils. He currently serves on the Dept. of Veterans Affairs Advisory Committee on Homeless Veterans and co-chairs the Veterans Working Group of the WNY Regional Economic Development Council of the Empire State Development Corp. He is a contributing member to the University at Buffalo's Project for Excellence in Veterans Care, a member of Congressman Collins' Veterans Committee, an inductee of the New York State Senate's Veterans Hall of Fame, and remains active in other Veteran advisory and advocacy positions locally, throughout the state, and nationally.

Roger most recently served as the Chairman, Board of Directors of the Veterans One-stop Center of WNY, Inc. and was instrumental in its founding.

Roger holds an MBA from the University at Buffalo's School of Management's Executive Program, and an undergraduate degree in Management.

Roger lives in Orchard Park, New York with his wife of over 14 years, their four children, and Golden Retriever.

### Organization Overview

The Veterans One-stop Center of WNY ("Veterans One-stop CenterR"), a nonprofit corporation, is the Western New York region's premier Veterans service and advocacy not-for-profit collaborative agency empowering Veterans, Veteran Families, and Servicemembers in achieving economic stability, housing stability, and emotional health & well-being in support of their transition to civilian life.

Using a collective impact model, Veterans One-stop Center of WNY, Inc., serves as a community impact agency for Veterans, providing the Veterans community with focused leadership, common purpose and agenda, a common operating picture and communications framework, a support network and infrastructure, shared measurements and data aggregation, collective action and mutually supporting activities, and collaborative funding opportunities through innovative and collaborative public and private partnerships, resulting in a force multiplying, integrated continuum of empowerment.

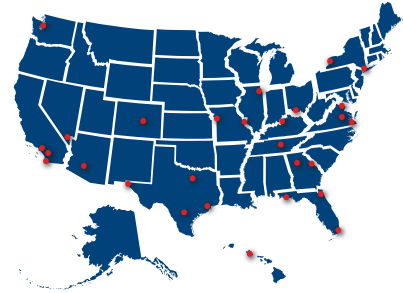
Veterans One-stop Center of WNY, Inc., provides tangible local operational access and awareness, domain knowledge, and effective scale to meaningfully impact Western New York's Veterans, Veteran Families, and Servicemembers. We operate within a construct of services provided by existing, independent Service Providers working together in a coordinated system to provide seamless empowerment.





# VECI Facts

**The Veterans Economic Communities Initiative (VECI)** aims to increase the number of education and employment opportunities for Veterans and their families through a network of support at the community level. VECI is a collaborative effort of the U.S. Departments of Veterans Affairs, Defense, Labor, and Education, and the Small Business Administration.



## Building Community Support Networks

**Economic Liaisons** in each VECI community will collaborate with government leaders, businesses, educational institutions, and nonprofit organizations to help build an integrated network of support and resources for Veterans and their families. Economic Liaisons will:

- Raise awareness of the benefits of investing in Veterans.
- Equip employers with information and tools that will help them hire and retain Veteran employees.
- Work with community partners and policy experts to find ways to overcome education and career challenges that Veterans and their families face.
- Encourage educational institutions to help Veterans use their education benefits to gain the skills they need for career success.
- Make connections among the numerous community organizations that serve Veterans and their families to maximize their impact.

## Driving Success for Veterans and Communities Nationwide

Increased access to resources and support will make each VECI community a place where transitioning Servicemembers, Veterans, and their families want to live. Using their GI Bill® and other benefits, Veterans and their families will return enormous value to their communities as students, homeowners, entrepreneurs, employees, and community leaders. VECI communities will serve as models for other communities to follow, so that Veterans and their families nationwide have the opportunities and support they need to achieve economic success.

### The VECI communities are:

Atlanta, GA  
 Augusta, GA  
 Buffalo, NY  
 Chicago, IL  
 Cincinnati, OH  
 Colorado Springs, CO  
 Dallas, TX  
 El Paso, TX  
 Fort Walton Beach, FL  
 Honolulu, HI  
 Houston, TX  
 Jacksonville, FL  
 Kansas City, MO  
 Las Vegas, NV  
 Los Angeles, CA  
 Louisville, KY  
 Miami, FL  
 Nashville, TN  
 New York, NY  
 Norfolk, VA  
 Phoenix, AZ  
 Richmond, VA  
 Riverside, CA  
 San Antonio, TX  
 San Diego, CA  
 Seattle, WA  
 St. Louis, MO  
 Washington, DC

To learn more about VECI and connect with your local Economic Liaison, visit [www.benefits.va.gov/veci](http://www.benefits.va.gov/veci).

# ECONOMIC LIAISONS

Last Name	First Name	VECI City	Phone
Bilski	Brian	Jacksonville	(904) 466-9969
Chaparro	Rachel	Colorado Springs	(719) 393-5172
Chicas	Joseph	Los Angeles	(818) 357-0384
Cook	Cameron	Houston	(832) 226-9084
Elmange	Lacey	Miami	(305) 619-3322
Fisher	James	Fort Walton Beach	(361) 876-1170
Gannon	Christine	Phoenix	(602) 370-1425
Gardiner	Scott	Louisville	(502) 264-2033
Kirkpatrick	Sarah	San Diego	(619) 333-9234
Knezo	Steve	Augusta	(706) 840-4666
Laman	Denise	Richmond	(804) 380-2314
Lee	Erin	Riverside	(951) 488-7590
McCormack	Maureen	New York City	(646) 499-1255
McKenna	Robert	Norfolk	(757) 510-4151
O'Banion	Sharisse	Washington, D.C.	(202) 770-9182
Oelsen	Susan	San Antonio	(210) 612-6046
Oh	Josh	San Diego	(951) 207-9519
Page Rakestraw	Darienne	Chicago	(312) 718-1867
Pass	Daniel	Seattle	(206) 305-9921
Rittler	Andy	Dallas	(214) 724-2692
Roberts-Rosser	Lisa	Cincinnati	(513) 401-0831
Rodriguez	Dennis	El Paso	(915) 205-0710
Roth	Bryan	Buffalo	(716) 225-3548
Salerno	George	Dallas	(817) 470-8390
Sanderson	Mike	Las Vegas	(702) 236-7462
Schoen	Heidi	St. Louis	(314) 399-2034
Shauntee'	Lorie	Nashville	(615) 603-0662
Shove	Christopher	Kansas City	(816) 398-3059
Thomson	Jean	Atlanta	(470) 217-1763
Wrenn	John	Norfolk	(757) 355-0528
Yadao	Michael	Honolulu	(808) 348-2174

To contact Economic Liaisons in your area, email **[VeteranEmployment.vbaco@va.gov](mailto:VeteranEmployment.vbaco@va.gov)**.

# VA Resources

## TEEI

The VA Office of Transition, Employment, and Economic Impact (TEEI) is dedicated to helping transitioning Servicemembers, Veterans, and their families take advantage of the benefits they have earned to connect with meaningful careers and achieve long-term economic success.

In collaborations with partners in the public and private sectors, TEEI works towards its mission through a number of programs and initiatives.

### Transition Assistance Program (TAP)

To help transitioning Servicemembers, Veterans, and their families plan for success, VA provides services as part of the interagency Transition Assistance Program. Within TAP, VA Benefits Advisors deliver Benefits Briefings, the Career Technical Training Track, and Military Life Cycle events, and provide individual assistance.

### Veterans Employment Center™ (VEC)

The Veterans Employment Center™ is the federal government's single authoritative online source for connecting transitioning Servicemembers, Veterans, and their families to meaningful career opportunities with employers committed to hiring them.

### Veterans Economic Communities Initiative (VECI)

VECI aims to increase the number of education and employment opportunities for Veterans and their families through a network of support at the community level. Economic Liaisons in each community work with government leaders, businesses, education institutions, and nonprofit organizations to help build an integrated network of support and resources for Veterans and their families.

### Policy Academies

Policy Academies provide a forum for stakeholders to learn how to better serve the Veteran community through interactive training sessions, networking opportunities, and access to new



research. These academies facilitate and encourage collaboration at the national and local levels as part of VA's Veterans Economic Communities Initiative.

### **Accelerated Learning Programs (ALPs)**

ALPs offer transitioning Servicemembers and Veterans the opportunity to build on their world-class training and technical skills gained through their military service, and earn certifications in high-demand fields at no cost. In August 2015, VA piloted ALPs with seven courses focusing on building skills and certifications needed to advance in high-demand careers in information technology, as part of the President's TechHire initiative.

### **VA Learning Hubs**

In partnership with Coursera, the American Red Cross, and The Mission Continues, VA Learning Hubs combine online learning with in-person classroom sessions and provide a no-cost opportunity for transitioning Servicemembers and Veterans from all eras to quickly and conveniently build their professional skills.

### **Veterans Economic Opportunity Reports**

TEEI collects, analyzes, and publishes data that reveals where Veterans thrive and what barriers they face. TEEI uses this data to spur conversations with partners across the country that will help identify areas in need of further analysis and lead to improved support for Veterans.

### **VA Pre-discharge Programs**

The U.S. Department of Veterans Affairs (VA) wants to ensure that all transitioning Servicemembers, Veterans, and their families receive the benefits they've earned as soon as possible after they separate or retire from service. VA's pre-discharge programs, Benefits Delivery at Discharge (BDD) and Quick Start, allow transitioning Servicemembers to apply for disability compensation up to 180 days before they separate, so they receive their benefits sooner.

To qualify for BDD, a Servicemember must submit a claim between 180 and 60 days prior to separation, and must be available for all exams at their last duty station. To qualify for Quick Start, a Servicemember can submit a claim 59 days to one day prior to separation. Servicemembers who submit a claim up to 180 days prior to separation, but will not be available for local exams before they

separate, also qualify for Quick Start. VA determines the appropriate program for each Servicemember upon receiving their claim, and encourages Servicemembers to submit their claim early.

All BDD and Quick Start claims require the VA Separation Health Assessment (SHA). The SHA captures Servicemembers' current health information in a way that is easily accessible by both VA and the U.S. Department of Defense. Servicemembers whose SHA exams are requested by VA with a least 90 days remaining on active duty will also meet the requirements for the mandatory separation or retirement physical. Requiring just one physical exam for both departments can mean fewer appointments and faster delivery of benefits.

Servicemembers may file a disability claim through a pre-discharge program in three ways:

1. **Online:** Servicemembers can go to **[www.eBenefits.va.gov](http://www.eBenefits.va.gov)** to submit a claim for disability compensation and upload their Service Treatment Records.
2. **In person:** Servicemembers can download VA Form 21-526EZ on eBenefits or **[www.va.gov](http://www.va.gov)**, complete the form, and submit it with copies of their Service Treatment Records to the nearest VA location.
3. **By mail:** Servicemembers can mail their completed VA Form 21-526EZ and copies of their Service Treatment Records to the nearest VA location.

For a list of VA locations, Servicemembers can call VA toll free at **1-800-827-1000** or go to **[www.va.gov](http://www.va.gov)** and select "Location."

To learn more about VA's pre-discharge programs, visit **[www.benefits.va.gov/predischarge](http://www.benefits.va.gov/predischarge)**.

To learn more about TEEI, visit **[www.benefits.va.gov/teei/](http://www.benefits.va.gov/teei/)**.

## Homeless Veterans Community Employment Services (HVCES)



Although permanent, stable housing is the benchmark of efforts to end homelessness among Veterans, housing alone may not be enough to mitigate a current episode of homelessness or prevent future episodes. Employment is a key element in helping Veterans climb out of homelessness permanently or avoid it all together. For homeless, chronically homeless, and at-risk Veterans, employment can provide an improved quality of life, increased self-confidence and independence, a decreased reliance on institutional care, improved community integration, and opportunities for socialization. Without employment, Veterans may lack access to resources that help in obtaining and sustaining stable housing.

The Department of Veterans Affairs' (VA) recognizes that employment is critical to helping prevent and eliminate Veteran homelessness and is working to provide expanded employment opportunities and a full range of employment services to all homeless, chronically homeless, and at-risk Veterans.

As part of this effort, VA has implemented Homeless Veterans Community Employment Services (HVCES) and is hiring Community Employment Coordinators (CEC) for homeless Veterans at each medical center.

The CEC is a member of the Homeless Veterans Program team and leads efforts to establish a local employment collective. CECs work closely with VA programs such as Compensated Work Therapy (CWT), non-VA programs such as Department of Labor grantees, local community and faith-based organizations, and community-based employers.

The CECs also collaborate with VA and non-VA partners to identify local gaps in current competitive employment services for homeless Veterans, and welcome opportunities to engage with community partners and local employers who are also committed to ending and preventing homelessness among Veterans.

CECs have been hired at approximately 145 medical center locations across the country and it is expected that all VA Medical centers will have access to CECs within the next year.

With the implementation of the HVCES program and the help of CECs, VA hopes to help homeless, chronically homeless, and at-risk Veterans find employment opportunities and ultimately secure stable housing.

**Find contact information for the CEC at your local VAMC.**

## Accelerated Learning Programs (ALPs)

VA Accelerated Learning Programs (ALPs), launched under the Veterans Economic Communities Initiative, are career-enhancing opportunities that accommodate diverse learning styles and typically take less than six months to complete. ALPs include boot camps, accelerated certificate programs, and online courses, and many are developed in response to employer demand to fill gaps in the pool of qualified potential hires into career positions.

VA launched its pilot cohort of ALPs this summer with a focus on helping transitioning Servicemembers and Veterans develop skills and certifications needed for careers in information technology as part of the President's TechHire initiative, which launched this spring. The program is offered at no cost to transitioning Servicemembers and Veterans, with no use of GI Bill® benefits required, and includes training, professional certification and job support, and referral assistance.

Over 1,100 applications were received on the first day the program opened.

To learn more ALPs, visit **[www.benefits.va.gov/tap/alp.asp](http://www.benefits.va.gov/tap/alp.asp)**.

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## Vocational Rehabilitation and Employment (VR&E)



The Vocational Rehabilitation and Employment (VR&E) program provides a wide range of vocational and employment services to assist eligible Veterans with service-connected disabilities and an employment handicap to prepare for, obtain, and maintain suitable employment. Services are designed to help these Veterans develop the skills required to pursue career goals that will not aggravate their service-connected disabilities. These services include:

- Interest, aptitude, and ability assessments
- Occupational exploration, and career counseling
- Job training, resume development, and job-seeking skills coaching
- Employment placement services, employment accommodations, and post-employment follow-up to ensure that employment is stable

VR&E employs approximately 90 Employment Coordinators (EC) who specialize in assisting Veterans in achieving their employment goals. In addition to coordinating and performing evaluation/assessments, ECs assist Veterans with pre-employment job readiness evaluation services that include:

- Resume preparation
- Interviewing assistance
- Career search activities
- Discussion of disability and related accommodations/assistive technology needs
- Labor market information
- Re-employment information, assistance, and/or referral
- Self-directed job search via networking and electronic database
- Coordinating employment readiness classes or workshops

Additionally, through outreach and networking, ECs partner with employers to:

- Address employer workforce needs, and the education and skills required for placement
- Promote greater awareness of employment opportunities for Veterans with service-connected disabilities
- Ensure that the Veteran and the employer are a match
- Promote the use of special hiring programs such as the Non-Paid Work Experience, Special Employers Incentives, On-the-Job Training, and Apprenticeship to increase opportunities for placement
- Establish memoranda of understanding to encourage partnership opportunities between the employer's local offices and VA's regional offices, if needed

The Veterans Employment Center™ (VEC) is another resource VR&E uses to assist Veterans seeking career opportunities in the private and public sectors. VEC is the single source to connect employers with highly qualified applicants.

# Veterans, Come Join the VA!



## CURRENTLY HIRING FOR THE FOLLOWING POSITIONS:

**610—REGISTERED NURSE**  
**602—MEDICAL OFFICER**  
**620—PRACTICAL NURSE**  
**621—NURSING ASSISTANT**  
**660—PHARMACIST**  
**996—VETERANS CLAIMS EXAMINER/VETERANS SERVICE REP**  
**644—MEDICAL TECHNOLOGIST**  
**647—DIAGNOSTIC RADIOLOGICAL TECHNICIAN**  
**675—MEDICAL RECORDS TECHNICIAN**  
**201—HUMAN RESOURCES SPECIALIST**  
**1102—CONTRACT SPECIALIST**

The Veteran Employment Services Office (VESO) focuses on recruiting, retaining and supporting Veteran employees at the VA and across the federal government.

Contact VESO: 855-824-8387  
Visit VESO's VAforVets Website  
[www.vaforvets.va.gov](http://www.vaforvets.va.gov)



**VA**



U.S. Department  
of Veterans Affairs

## MyVA

MyVA is what we are calling our transformation from VA's current way of doing business to one that puts Veterans in control of how, when, and where they wish to be served. It is a catalyst to make VA a world-class service provider. It will modernize VA's culture, processes, and capabilities to put the needs, expectations, and interests of Veterans and their families first. MyVA represents an opportunity to effect fundamental changes in VA's systems and structures to align with our mission and values. The MyVA vision is to provide a seamless, unified Veteran experience across the entire organization and throughout the country.

Today, VA faces unprecedented demands for services and benefits. The service offerings themselves have multiplied over the years through expanded eligibility for existing benefits and new benefits programs. Both the number and types of benefits and services have expanded dramatically, and many Veterans have increasingly complex needs, expectations, and requirements of VA. Part of this is driven by Veteran demographics. In 1975, there were 2 million Veterans over the age of 65. By 2017 that number is expected to be near 10 million, the majority of whom served in the Vietnam era. As Veterans age, service-connected issues become more chronic and more acute.

Additionally, service-connected issues for those returning from the wars in Iraq and Afghanistan are more complex than in prior eras. Demands for mental health care and suicide prevention are rising dramatically. The standards for care are changing, challenging our ability to meet expectations. Overall, this has increased the complexity of caring for America's Veterans.

This challenging environment required VA to re-examine its operating norms and institute new programs to meet these challenges. VA's 2014–2020 Strategic Plan instituted a Veteran-centric approach to services and benefits delivery. Further, it continued to focus the Department's fiscal year (FY) 2014 and FY 2015 Agency Priority Goals on the most pervasive issues facing Veterans, specifically increasing access to innovative health care and benefit services, eliminating the disability claims backlog, and ending Veteran homelessness.



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The MyVA vision is to provide a seamless, unified Veteran experience across the entire organization and throughout the country.

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Despite these efforts and accomplishments, the past year has demonstrated we must do better. VA has been rocked by crises related to patient wait times, construction cost overruns, procurement and acquisition irregularities, and financial management missteps. These crises have caused some to lose trust in VA, while creating a lack of confidence within VA. More significantly, these events point to fundamental problems that we must address before even more devastating events occur. Failure to act on our own to address these issues could result in catastrophic changes being thrust upon VA that could jeopardize our ability to meet the sacred commitments made to our Nation's Veterans.

In the fall of 2014, Secretary McDonald announced the transformational movement, MyVA, with an emphasis on executing and cascading the principles embedded in the 2014–2020 Strategic Plan throughout the organization. The movement toward MyVA will also begin the process of building the high-performing organization required to serve America's Veterans. "As we begin to create an organization that puts Veterans in control of how, when, and where they want to be served, we will reorganize around Veterans' needs while integrating programs and organizations to optimize productivity and efficiency. Veterans will call it 'MyVA,' and it will be an organization that employees will be proud of."<sup>1</sup>

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## Approach: Building a High Performing Organization

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"We are dealing with Veterans, not procedures; with their problems, not ours."

– General Omar Bradley, 1947

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This is an enormous undertaking and will not happen overnight. By revamping our functions to fit Veteran needs, rather than asking Veterans to navigate our complicated internal structure, we are rededicating ourselves to the proposition General Omar Bradley expressed in 1947:

"We are dealing with Veterans, not procedures; with their problems, not ours."

Our plan has three integrated elements, or horizons. First, we plan to leverage those existing programs and initiatives that are delivering better services and benefits to Veterans. There is already a great deal

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<sup>1</sup> "A MESSAGE FROM THE SECRETARY – MY VA," email from Secretary Bob McDonald to VA employees, Oct. 6, 2014.

of positive transformation taking place in VA and those efforts must be exploited and leveraged.

While these efforts provide a solid base to build from, the improvements are not sufficient. Thus, the second horizon of the transformation concentrates on a relatively small set of catalytic efforts focused on five initial priorities. They will accelerate the transformation now underway: Expect to see significant and demonstrable progress in these targeted areas between now and the end of 2016. These initial priorities include:

- Improving the Veteran experience. At a bare minimum, every contact between Veterans and VA should be predictable, consistent, and easy. But we're aiming to make each touch point exceptional.
- Improving the employee experience. VA employees are the face of VA. They provide care, information, and access to earned benefits. They serve with distinction daily.

While improving the Veteran and employee experiences are central to our efforts, three complementary efforts will help build more robust management systems, enhance productivity, and deliver more effective results.

- Achieving support services excellence will let employees and leaders focus on assisting Veterans, rather than worrying about "back office" issues.
- Establishing a culture of continuous performance improvement will apply Lean strategies to help employees examine their processes in new ways and build a culture of continuous improvement.
- Enhancing strategic partnerships will allow us to extend the reach of services available for Veterans and their families.

The third horizon is optimizing and scaling successful initiatives from the previous horizons, and growing small wins into big ones. This horizon will extend into and beyond 2017.

Concurrent with and throughout all of the horizons, we'll focus on management reforms, creating a high-performing organization. We will invest in long-term capabilities that will enable sound strategies based on Veterans' needs, a high-performing culture, passionate leadership, and robust management systems.



## MyVA Summary: Outcomes for Veterans, Employees, and Citizens



Thanks to the work of VA's employees, we have made significant progress in recent years to reduce the disability claims backlog, reduce Veteran homelessness, and increase the number of appointments and access to health care. We intend to build upon these accomplishments, and we know we must move quickly.

Recently, thanks to suggestions from employees, we have:

- Improved customer service at call centers.
- Started up VA 101 training for employees.
- Improved Veteran access to audiology and optometry appointments.
- Modernized Veterans Crisis Line operations.
- Implemented memorial affairs pre-need eligibility screening.
- Stopped printing and mailing certain unnecessary and costly paper reports.

Between now and the end of 2016, we expect to make even more tangible, demonstrable progress for Veterans, employees, and the American public.

### For Veterans

Previously, VA has had no consistent approach to customer service. That's about to change. We've been studying the best practices of America's top customer service organizations to learn how they excel at delighting customers. They've shared their methods with us, so we can create a holistic frontline customer service program to make access to the care and services Veterans have earned predictable, consistent, and easy.

By the end of 2016, we will have:

- A single customer-facing website that Veterans can use to do business with VA (initial capability in fall 2015, with additional incremental capability being built through June 2017, when capability is complete).
- A unified "VA311" enterprise-wide approach that Veterans can use to easily find information via telephone.

- A way for Veterans to update or change their authoritative data in one place, one time, and have that information available and securely shared throughout VA.
- Greater VBA presence in VHA facilities to increase benefits access and enhance service.
- 100+ MyVA Communities established across the Nation.
- A more consistent level of customer service in every interaction—enabled by consistent front-line training across VA and measured by operational metrics.
- A Veterans Experience (VE) office established at both national and district levels to bring a new lens to how we analyze and design the services we provide to Veterans. VE will not be another layer of management or bureaucracy, but will:
  - » Work collaboratively with local facilities in analyzing and designing better customer interactions and the tools that support them.
  - » Develop and deliver customer service training curricula and methodologies.
  - » Keep a close eye on customer service performance to make sure the right issues are being addressed in the right ways.
  - » Implement better ways to help Veterans navigating through the range of services within VA.



## For Employees

To engage and empower employees, we will have taken the following steps by the end 2016:

- Delivered VA 101 training to about half of our employees to improve their knowledge and understanding of VA's history and services offerings.
- Conducted front-line customer service training pilots in each of our five districts.
- Expanded leadership development programs.
- Vastly improved employee communications.
- Completed standardized staffing models, with vacancies filled for mission critical occupations.
- Improved and streamlined recruitment and hiring practices for VA facilities.

- Established better linkage of organizational and performance measures to VA goals and objectives.

### For Citizens and Taxpayers

VA must be a good steward of public resources. Citizens and taxpayers can expect to see new efficiency in how we run our internal operations. While not every item on this list will be fully complete and transformed by December 2016, we expect significant progress and will measure our performance against these outcomes.

### Support Services Excellence Outcomes

- Governance and framework established to optimize a subset of support services and provide better support to front-line managers and employees.
- Vastly improved hiring, contracting and supply chain practices, and IT service support across the enterprise.

### Performance Improvement Outcomes

- Veterans Crisis Line improvements completed, enabling focus exclusively on Veterans in crisis.
- Approximately 30,000 VA employees trained in Lean techniques (up from 0.28 percent today) and a fully implemented Knowledge Management System, enabling more sharing of best practices across the Department.
- Requirements-based budgeting, programming, and resource allocation process in place, to include a strategic review of facility and network optimization.

### Strategic Partnership Outcomes

- A dynamic Strategic Partnership Needs Portfolio to efficiently and effectively triage and leverage external partnership opportunities.
- A strategic partnership relational database that captures and catalogs engagement activities between VA and external stakeholders at the national, regional, and local level.
- An external website for current and potential strategic partners established.
- An internal website that will empower employees to disseminate information, share best practices, and be proactive in engaging with community stakeholders.

## VA's New Map: The Road to Better Integration

Finally, as part of our transformation, VA will also transition to a five-district configuration to align the disparate organizational boundaries of the Department into a single framework based on state boundaries. This will:

- Ease internal coordination challenges.
- Enhance collaboration among all of VA's nine business lines, which will continue to remain responsible for their respective services and benefits.
- Standardize performance measurement.
- Enhance collaboration with external stakeholders.
- Prepare for the rollout of the Veteran Experience office, which will support VA product and service lines in the delivery of excellent care and benefit experiences.

## Welcome to MyVA

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At its best, VA is a powerful, nationwide expression of caring—the concerted energy of more than 330,000 employees, and countless volunteers and contractors, joined together in service of America's Veterans. MyVA will promote an environment in which all VA employees see themselves as members of one team. It will be one of continuous learning, facilitated by risk-taking and balanced by personal integrity and constructive, sustainable accountability.

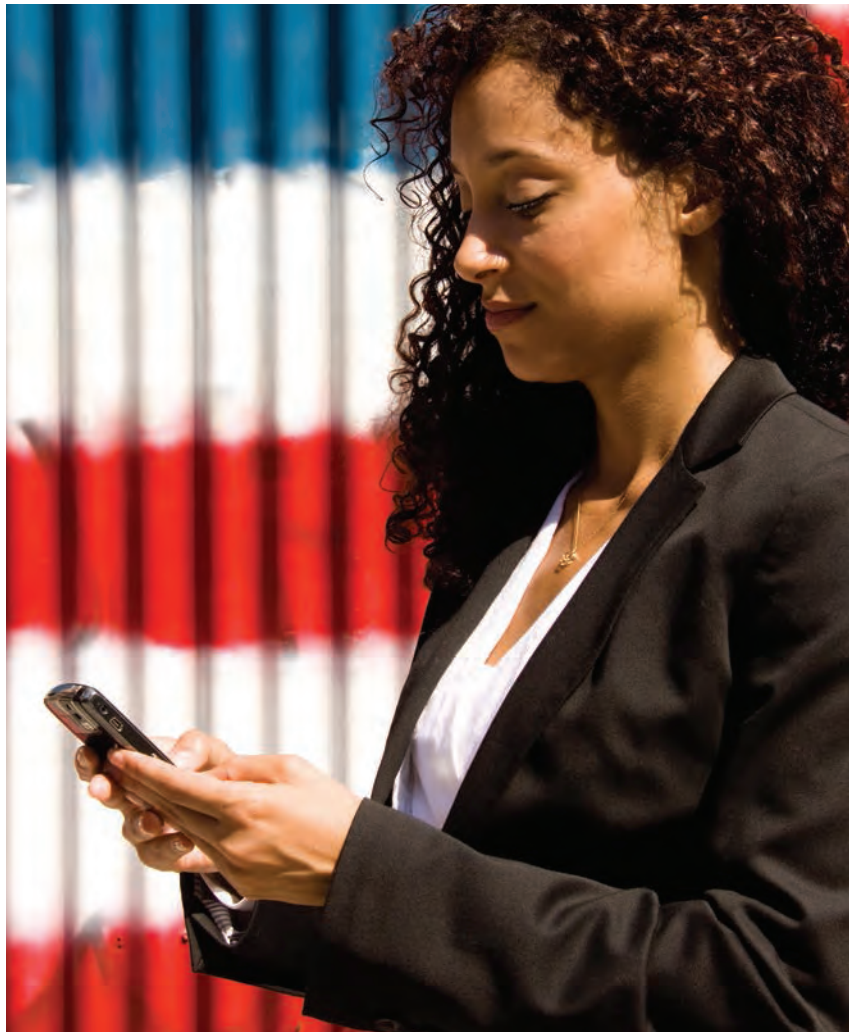
We will fuel employee momentum by significantly improving how we hire, buy goods and services, and build IT products. Processes will be thoughtfully reconceived and improved using Veteran-centered design. And, since VA does not—and cannot—do everything that Veterans need or want, we will partner with communities and the private sector to extend the reach of services available to Veterans and their families.

Our transformation will take time. If done properly, it will build a high-performing organization that continually changes and improves. The benefits of this will be profound and evident in every task an employee undertakes. But the reason for all of it circles back to one clear and simple mission: serving Veterans.

If we do our jobs well, Veterans won't think much about what we've done or how we've done it. They will just know they're receiving some of the best health care anywhere in the world.

They'll know it didn't take too long to apply for and receive their deserved benefits. They'll enjoy the home we helped them to finance. Their lives will be richer because of educational opportunities and community connections VA helped to create. And their families will know they've been given the utmost respect and final honors when laid to rest.

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# DoD Spotlight

## DoD SKILLBRIDGE

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The Department of Defense (DoD) SkillBridge initiative promotes the civilian job training authority available for transitioning Servicemembers. Eligible Servicemembers can participate in civilian job and employment training, including apprenticeships and internships, up to six months prior to their separation. Approved training programs must be provided at no or relatively little cost to the Servicemember and must offer a high probability of employment. Servicemembers can participate if approved by the first field-grade commander in their chain of command and their participation does not degrade the Service's ability to meet mission requirements. Through DoD SkillBridge, which is being implemented by the military Services, tremendous potential exists for Servicemembers, companies, trade unions, and others for leveraging this new DoD authority. Interested training providers should review <http://www.dodskillbridge.com> for further information and guidelines.

## DoD HIRING HEROES PROGRAM

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The Department of Defense Hiring Heroes Program provides continuing outreach, recruitment assistance products, and services to wounded, ill, injured and transitioning Servicemembers, Veterans, spouses, and primary caregivers through organizing and conducting specialized career fairs to increase awareness of job opportunities. The career fairs bring DoD agencies, other federal agencies, and private-sector corporations together to market and offer career opportunities.

DoD's Hiring Heroes Program provides Veterans with multiple avenues to ask questions and discuss employment with a career advisor via instant message. Live chat on Tuesdays and Thursday between the hours of 12:30 and 2:30 p.m. ET, calling toll free at 1-888-DOD4USA (1-888-363-4872), or by emailing your inquiries to [dod.hiringheroes@mail.mil](mailto:dod.hiringheroes@mail.mil).

## DoD MILITARY SPOUSE EMPLOYMENT PARTNERSHIP

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The Department of Defense Military Spouse Employment Partnership promotes employment opportunities for military spouses and portable careers. Employers can connect to military spouses with 21st century job skills by visiting <https://msejobs.militaryonesource.mil>.

Companies post jobs on the portal for access by military spouses. Jobs can range from entry-level to executive management/leadership. Companies can also find spouse talent directly through searching the portal.



# DoL Spotlight

## DoL's AMERICAN JOB CENTERS

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The Department of Labor's (DoL) nearly 2,500 American Job Centers (AJCs) served over 1 million Veterans last year. AJCs may also be referred to as One-Stop Career Centers and by different names in each state. These AJCs offer free employer services that include providing workforce information, writing job descriptions, posting of jobs, reviewing applicant resumes, organizing job fairs, providing places to conduct interviews, screening applicants, assessing applicants' skills (skill gap analysis), and referral of job-ready candidates. You can find your nearest AJC at [www.servicelocator.org](http://www.servicelocator.org).

## DoL REGISTERED APPRENTICESHIPS

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Registered Apprenticeships are innovative work-based learning and postsecondary earn-and-learn models that meet national standards for registration with the U.S. Department of Labor (or federally recognized State Apprenticeship Agencies).

Registered Apprenticeship training is distinguished from other types of workplace training by several factors:

- Participants who are newly hired (or already employed) earn wages from employers during training.
- Programs must meet national standards for registration with the U.S. Department of Labor

(or federally recognized State Apprenticeship Agencies).

- Programs provide on-the-job learning and job-related technical instruction.
- On-the-job learning is conducted in the work setting under the direction of one or more of the employer's personnel.
- Training results in an industry-recognized credential.

Apprentices earn competitive wages, a paycheck from day one, and incremental raises as skill levels increase.

Registered Apprenticeships are used widely across all industries. Sponsors include unions, employers, community colleges and universities, workforce investment boards, industry associations, and the military.

Apprenticeship sponsors develop highly skilled employees. Once established, apprenticeship programs also reduce turnover rates, increase productivity, lower the cost of recruitment, and increase safety in the workplace/job site.

DoL maintains a number of Web-based resources available at <http://www.dol.gov/apprenticeship>. Here you can find our newest technical assistance products including our Quick Start Toolkit, which provides helpful steps and resources to start and register an apprenticeship program as well as our Federal Resources Playbook, which provides information on using the other federal funds and resources to support your registered apprenticeship program.

Companies that want to hire Veterans can provide an added incentive to attract skilled Veterans as Registered Apprentices. By becoming "Approved for GI Bill®," Registered Apprenticeship programs can offer current and future Veteran apprentices benefits under the GI Bill®. Eligible Veterans may qualify for a monthly stipend (paid by VA in addition to the wages they receive in an apprenticeship.) VA and DoL are working together to make GI Bill® approval for Registered Apprenticeship programs a seamless process.

To learn more about Veteran Apprenticeship Programs, please visit [www.doleta.gov/oa/veterans.cfm](http://www.doleta.gov/oa/veterans.cfm).

## DoL's "AMERICA'S HEROES AT WORK – VETERANS HIRING TOOLKIT"

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The DoL's "America's Heroes at Work – Veterans Hiring Toolkit" at [www.dol.gov/vets/ahaw/](http://www.dol.gov/vets/ahaw/) was designed to assist and educate employers who have made the decision to include transitioning Servicemembers, Veterans, and wounded warriors in their recruitment and hiring initiatives. Whether you are looking to create a plan from scratch or to retool existing efforts, we encourage you to reference this online guide and design an initiative that works for you. Recognizing that each employer is unique, this guide allows you to select from promising practices and other resources that employers are using to successfully welcome talented and skilled Veterans into their companies.

# VEC Facts

The Veterans Employment Center™ (VEC) is the Federal government's single authoritative Internet source for connecting transitioning Servicemembers, Veterans, and their families to meaningful career opportunities.

The VEC is the first government-wide product that brings together a reputable cadre of public and private employers with real job opportunities, and provides transitioning Servicemembers, Veterans, and their families with the tools to translate their military skills into plain language and build a profile that can be shared — in real time — with employers who have made a public commitment to hire them.

In connection with the First Lady's and Dr. Biden's Joining Forces initiative, the departments of Veterans Affairs, Labor, Defense and Education; the Small Business Administration; and the Office of Personnel Management collaborated to design and develop the VEC to incorporate the best features of existing online employment tools. The VEC can be found at **[www.ebenefits.va.gov/jobs](http://www.ebenefits.va.gov/jobs)**.

## For job seekers:

- **Veterans Job Bank (VJB):** Search millions of jobs in the private sector and in federal, state and local government.
- **Military Skills Translator:** Translate your military occupational codes into their civilian skill equivalents and learn about related career paths.
- **Profile Builder:** Import your results from the Military Skills Translator into an online profile; then publish your profile to instantly connect with thousands of employers looking to hire you. Creating a brand through the VEC will be invaluable if you choose an entrepreneurial path.
- **Employer Commitments:** View a list of hundreds of employers and organizations that have made a commitment to hire or train individuals and then link directly to their websites to get more information, start the conversation, and apply for jobs.

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Watch a tutorial video to learn more about how to use the VEC™ to find a job:  
**<http://go.usa.gov/3FDyH>**

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Watch a tutorial video to learn more about how to use the VEC™ to find the next member of your team:  
<http://go.usa.gov/3FDyh>

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## For employers

- **Veterans Job Bank (VJB):** Easily post job opportunities that will be visible to and searchable by job seekers. The VJB will link directly to your job listing.
- **Searchable Profiles:** Get access to a vault of verified career profiles from transitioning Servicemembers, Veterans, and their families. You can search these profiles by keyword and/or geographic location to find the right fit for your organization.
- **Hiring Commitment:** Launch a public relations campaign to hire Veterans by making a hiring commitment on the VEC™. State the number of Veterans and spouses you are committing to hire and set a goal date for completing those hires. You can regularly update your profile with the number of hires made towards achieving your goal.

## Other resources

- The VEC™ provides information and resources designed to help employers recruit and retain talented transitioning Servicemembers, Veterans, and their families.
- The VEC™ also provides information for job seekers on special government and partner programs and resources, such as the American Job Center and the Department of Defense SkillBridge pilot program to promote civilian job training for transitioning Servicemembers.
- Job seekers can import a **LinkedIn** profile directly into the VEC™ in just a few clicks. LinkedIn is also providing free services and tools, such as training materials and access to a free one-year Job Seeker Subscription (a \$360 value).
- **Coursera**, an online educational platform, is offering Servicemembers and Veterans a free Verified Certificate (valued at \$50–100) in one of its hundreds of in-demand courses. Additionally, Coursera and VA are teaming up along with the American Red Cross and The Mission Continues to open Learning Hubs across the country, which combine Coursera's online academic programs with in-person sessions where students can discuss course materials with peers, hear from local subject matter experts, and network.

**If you have any questions or need technical assistance with the site, please contact the eBenefits Help Desk at 800-983-0937 or email [oeoecsupport.vbavaco@va.gov](mailto:oeoecsupport.vbavaco@va.gov).**

# Public-Private Partnerships

## Education and Training

**Coursera** offers Servicemembers and Veterans one free Verified Certificate for one of its more than 800 online courses in high-demand fields like finance, programming, and project management. Coursera and VA are also teaming up to launch Learning Hubs across the country.

**The Bunker** will provide entrepreneurship learning materials for the Veterans Employment Center™ and entrepreneurship-based training at select Learning Hub locations.

**QualTek** and VA are working together to establish a training pathway exclusively for transitioning Servicemembers and Veterans to enter the telecommunications industry. Our goal is to have 1,000 transitioning Servicemembers and Veterans hired by the end of 2016.

**Warriors4Wireless** provides training, certification, and job placement support to help Veterans connect to careers that support the development of our nation's wireless infrastructure.

**Tragedy Assistance Program for Survivors** and VA are collaborating to promote the Fry Scholarship and other education benefits for family members of Servicemembers who died in the line of duty.

**Children of Fallen Patriots Foundation** helps to promote VA's programs for surviving children and spouses, including the Fry Scholarship and Dependents Educational Assistance Program.

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To expand the reach and impact of VA programs and initiatives, we develop public-private partnerships with organizations that share our mission of supporting transitioning Servicemembers and Veterans. Through these partnerships, we can connect transitioning Servicemembers, Veterans, and their families with an expanded array of valuable services and tools in areas like education and employment.

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## Job Search

**LinkedIn** offers a one-year Job Seeker Subscription, valued at more than \$360, at no cost for all Servicemembers and Veterans. Job seekers can import their LinkedIn profiles directly to the Veterans Employment Center™.

**TriWest Healthcare Alliance** and VA are working together to support women Veterans with children who are homeless or facing homelessness by connecting them with employment and benefits services.

## Community Integration

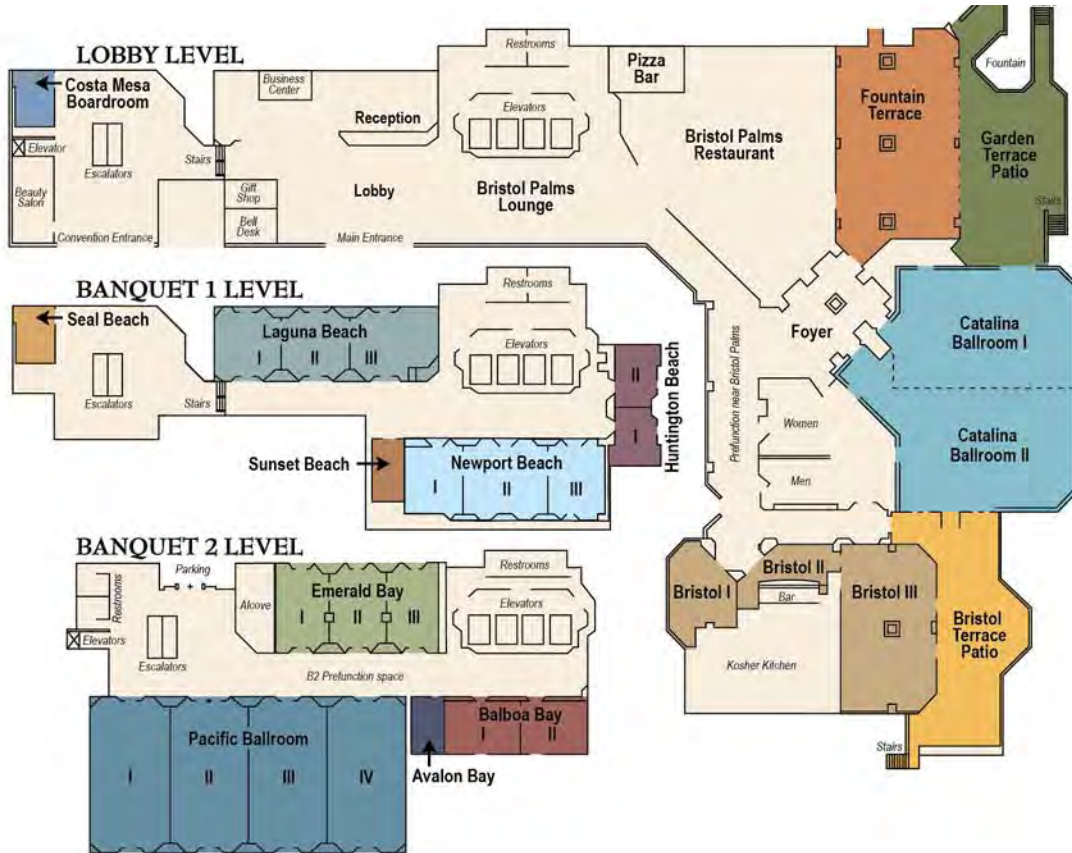
**The Mission Continues** has local chapters, called Service Platoons, which will work with VA to support and amplify efforts to expand Veteran economic opportunity. The Mission Continues will also play a critical role in deploying Learning Hubs.

**America's Warrior Partnership** will support VA's Veterans Economic Communities Initiative with the resources and support of its chapters.

**The American Red Cross** is recruiting volunteer facilitators for Learning Hubs.

**RP/6**, formerly known as Rally Point 6, will work with VA Benefits Advisors and Economic Liaisons across the country to make sure Veterans are aware of VA's benefits and services.

# Convention Map



ROOM NAME	DIMENSIONS (APPROX.)	SQUARE FEET	RECEPTION	ROUNDS (10 PER 72')	BANQUET	CLASSROOM (4 PER 8')	THEATER	CONFERENCE	U-SHAPE	HOLLOW SQUARE	DISPLAY TABLES	8'X10' BOOTHS
PACIFIC BALLROOM I - IV	160' X 76" 76' X 40"	12,160 3,040	1,200 300	980 200	1,200 260	640 160	1,200 300	— 80	— 75	— 80	160 30	63 14
PREFUNCTION	—	8,000	1,000	—	—	—	—	—	—	—	—	—
EMERALD BAY I-III	81' X 38" 27' X 38'	3,078 1,026	200 60	240 60	240 60	120 48	240 100	— 36	— 36	— 40	30 10	16 —
BALBOA BAY I	71' X 27"	1,917	110	110	140	104	160	60	65	75	20	—
BALBOA BAY II	38' X 27" 33' X 27"	1,026 891	60 50	60 50	80 60	56 40	80 60	30 25	35 30	40 35	10 8	— —
LAGUNA BEACH I	90' X 25"	2,250	160	160	140	128	200	70	65	70	16	12
LAGUNA BEACH II	26' X 25"	650	50	40	40	40	50	20	24	26	8	—
LAGUNA BEACH III	28' X 25" 36' X 25"	700 900	50 60	40 60	40 60	40 48	50 70	20 30	24 30	26 36	8 10	— —
NEWPORT BEACH I	87' X 26"	2,262	160	160	140	120	200	70	65	70	16	12
NEWPORT BEACH II	26' X 26"	676	50	40	40	32	50	20	20	26	8	—
NEWPORT BEACH III	35' X 26" 26' X 26"	910 676	60 50	60 40	60 40	48 40	70 50	34 20	36 20	40 26	10 8	— —
HUNTINGTON BEACH I-II	40' X 15" 20' X 15'	600 300	50 25	50 20	50 24	32 16	60 25	30 14	30 14	30 16	10 5	— —
FOUNTAIN TERRACE	40' X 80'	3,344	300	230	240	130	300	70	75	80	30	—
GARDEN TERRACE PATIO	60' X 34'	2,040	150	140	140	—	150	—	—	—	—	—
CATALINA BALLROOM I	70' X 90'	6,465	500	480	500	360	700	—	—	—	60	34
CATALINA BALLROOM II	70' X 45" 70' X 45'	3,150 3,315	300 300	240 240	250 250	160 160	350 350	80 80	75 75	80 80	30 30	16 16
BRISTOL I	22' X 30'	695	40	50	40	24	45	24	24	30	6	—
BRISTOL 2	15' X 30'	470	30	20	20	—	—	18	—	—	—	—
BRISTOL 3	32' X 60'	2,086	180	150	140	100	200	36	40	40	20	—
BRISTOL TERRACE PATIO	80' X 20'	1,600	150	160	120	—	140	—	—	—	—	—
COSTA MESA BOARDROOM	22' X 18'	396	14	—	—	—	—	—	—	—	—	—
SEAL BEACH	17' X 15'	310	—	10	10	12	25	10	—	—	—	—
SUNSET BEACH	21' X 11'	180	—	10	10	6	15	8	—	—	—	—
AVALON BAY	18' X 20'	220	—	10	10	12	20	8	—	—	—	—

## LOCAL EATS BRISTOL STREET ORANGE COUNTY

### Habana

#### CUBAN • BRISTOL ST

Cuban dishes, mojitos & more in a shabby-chic, candlelit space & garden patio within LAB Antimall.

### Old Vine Café

#### ECLECTIC RESTAURANT • BRISTOL ST

Cozy spot with eclectic menu known for its fixed-price wine-pairing dinners, also serving breakfast.

### Native Foods Cafe

#### VEGAN • BRISTOL ST

Chain for creative, Californian-style vegan fare, including mock-meat dishes, ordered at a counter.

### 118 Degrees

#### VEGAN • BRISTOL ST

Hot spot for vegans, this health-conscious eatery carefully presents organic cuisine & cocktails.

### Scott's Restaurant & Bar

#### STEAK • BRISTOL ST

Flashy chophouse sets the mood with a large skylight in the contemporary dining room & a chic patio.

### Maggiano's Little Italy

#### ITALIAN • BRISTOL ST

Semi-upscale chain for classic Italian fare served family-style in a relaxed, polished space.

### Anjin

#### JAPANESE • BRISTOL ST

Versatile Japanese steakhouse serving diverse cuts, ramen & kimchi in a nondescript strip mall.

*Opens at 5:00 pm*

### Onotria Wine Country Cuisine

#### ITALIAN • BRISTOL ST

Wine bar in a rustic, Tuscan-style space offers vino flights paired with an eclectic Italian menu.

*Closes at 2:30 pm*

### AnQi by House of AN

#### VIETNAMESE • BRISTOL ST

Asian fusion small plates & noodles are served in a chic, clubby space with its own fashion catwalk.

### Sushi Imari

#### SUSHI • BRISTOL ST

Japanese spot has creative sushi rolls, noodle soups, steaks & more in a casual, strip-mall space.

*Closes at 2:00 pm*

### Wafu of Japan Sushi

#### SUSHI • BRISTOL ST

Standard sushi spot offers plenty of hot fare such as tempura, teriyaki, noodle soups & more.

*Closes at 2:00 pm*

### The Capital Grille

#### STEAK • BRISTOL ST

Outpost of the upscale steakhouse chain offers classic American fare & a clubby, refined setting.

### Seasons 52

#### AMERICAN • BRISTOL ST

Rotating menu of seasonal American dishes alongside international wines in an upscale setting.

### Zipangu

#### JAPANESE • BRISTOL ST

This contemporary restaurant with stylish decor serves sushi, Japanese tapas & specialty cocktails.

*Opens at 5:30 pm*

### Gypsy Den

#### VEGETARIAN • BRISTOL ST

Coffee shop with a bohemian vibe serving pastry, soup, sandwiches & burgers off the grill.

### Z'Tejas

#### MEXICAN • BRISTOL ST

Branch of a Southwestern chain eatery known for its large margarita selection & happy-hour deals.

### Oki Doki Izakaya Costa Mesa Japanese Restaurant

#### VIETNAMESE • BRISTOL ST

Lively establishment with drinks such as sake serves traditional Japanese entrees plus fusion fare.

### Acapulco

#### MEXICAN • BRISTOL ST

Chain Mexican cantina serving traditional favorites & margaritas for more than 50 years.

### Al Palace Chinese Restaurant

#### CHINESE • BRISTOL ST

Compact Chinese kitchen offering hearty portions of familiar fare in a simple setting.

### Memphis Soul Cafe & Bar

#### AMERICAN • BRISTOL ST

This mini-chain serves a variety of comfort food dishes amid midcentury digs with a hip vibe.

## LOCAL EATS SOUTHWEST PLAZA

### Antonello Espresso Cafe

#### LEVEL 2 • CAROUSEL COURT

Refuel with an Italian coffee, delicious sandwich or a decadent dessert, baked fresh daily.

714-557-5232

### Antonello Ristorante

#### SOUTH COAST PLAZA VILLAGE

Since 1979, the critically acclaimed Antonello Ristorante has been taking diners on a journey to the Old World with its extraordinary Northern Italian cuisine and elegant dining room.

714-751-7153

### Boudin | SF

#### LEVEL 1 • CAROUSEL COURT

Boudin | SF is a welcoming, fun and family-friendly restaurant that serves freshly-made breakfasts, lunches and dinners in the popular Boudin San Francisco tradition, all featuring Boudin Bakery's legendary sourdough bread.

714-689-2253

### Capital Grille

#### LEVEL 2 • BLOOMINGDALE'S WING

Enjoy dry-aged steaks, the freshest of seafood and an extensive wine list, served by a gracious, knowledgeable staff in comfortably elegant surroundings at The Capital Grille.

714-432-1140

### Champagne French Bakery Cafe

#### LEVEL 1 • CRATE AND BARREL WING

Enjoy authentic French Fare in a casual café atmosphere at Champagne French Bakery Cafe, dedicated to providing you with quality French cuisine and excellent service.

714-429-1502

### Champagne French Bakery Cafe

#### LEVEL 1 • GARDEN TERRACE

Enjoy authentic French Fare in a casual café atmosphere at Champagne French Bakery Cafe, dedicated to providing you with quality French cuisine and excellent service.

714-427-0808

### Claim Jumper

#### LEVEL 2 • SEARS WING

The family-friendly restaurant with a Wild West theme offers a selection of freshly prepared items using the finest ingredients available.

714-434-8479

### Coffee Bean & Tea Leaf®

#### LEVEL 1 • SAKS FIFTH AVENUE WING

Since 1963, The Coffee Bean & Tea Leaf® has served an extraordinary collection of premium coffees, teas and hand-crafted specialty beverages sourced directly from the world's most exclusive growing estates.

714-549-1766

### Corner Bakery Cafe

#### LEVEL 1 • BLOOMINGDALE'S WING

Corner Bakery Cafe offers a casual atmosphere featuring innovative, seasonal menu options ranging from made-to-order breakfast scramblers and signature panini to handcrafted salads, sandwiches and bakery fresh sweets.

### Corner Bakery Cafe

#### SOUTH COAST PLAZA VILLAGE

Corner Bakery Cafe offers a casual atmosphere featuring innovative, seasonal menu options ranging from made-to-order breakfast scramblers and signature panini to handcrafted salads, sandwiches and bakery fresh sweets.

### Darya Fine Persian Cuisine

#### SOUTH COAST PLAZA VILLAGE

Discover the hidden treasure of Darya, featuring delicious Persian cuisine and warm hospitality.

714-557-6600

### Din Tai Fung

#### LEVEL 2 • SEARS WING

Din Tai Fung, one of Taiwan's most celebrated restaurants. Famous for their delicately steamed dumplings, Din Tai Fung founded in 1958 in Taiwan, currently operates 82 locations worldwide with strong Pan-Asian representation in mainland China, Taiwan, Hong Kong, Japan, Singapore and Korea.

Din Tai Fung's popular dishes include shrimp and pork wontons with spicy sauce, shrimp fried rice and sautéed string beans with garlic. Their beverage selection offers a wide-variety of teas and smoothies. Alcoholic offerings are wines by the glass and bottle; domestic and imported beers, and a selection of unique Din Tai Fung cocktails, such as a pear & lychee martini, ginger mule and the black dragon, made with a Taiwanese oolong tea infused syrup.

714-549-3388

## Godiva Chocolatier

### LEVEL 2 • BLOOMINGDALE'S WING

Godiva Chocolatier is recognized around the world as the leader in fine chocolates. From its famous truffles and shell-molded chocolate pieces to its European-style biscuits, gourmet coffees, and hot cocoa, Godiva Chocolatier has been dedicated to excellence and innovation in the Belgian tradition for 80 years.

714-556-9055

## Hamamori Restaurant & Sushi Bar

### LEVEL 3 • MACY'S HOME STORE WING

Hamamori Restaurant & Sushi Bar is a fine dining restaurant for modern Japanese fusion cuisine with a unique selection of sake and wine set in a contemporary environment.

714-850-0880

## La Cuisine Culinary Arts

### LEVEL 1 • MACY'S HOME STORE WING

La Cuisine Culinary Arts offers multiple level hands-on cooking classes, Food & Wine pairing classes and Full Catering services. We offer lunch in our café seven days a week from 11:30am to 3:00pm and Chef Laurent Brazier's French-Mediterranean menu focuses on fresh sandwiches, salads and daily specials.

714-641-2005

## Lawry's Carvery

### LEVEL 2 • SAKS FIFTH AVENUE WING

Enjoy Lawry's culinary excellence in a comfortable, casual setting at Lawry's Carvery. Try one of their signature hand-carved sandwiches, garden fresh salads or platters featuring prime rib.

714-434-7788

## Leatherby's Cafe Rouge

### SEGERSTROM CENTER FOR THE ARTS

The Patina Group restaurants are known for fine cuisine and impeccable service. Located at the Renee and Henry Segerstrom Concert Hall, Leatherby's is the perfect choice for superb pretheater dining or cocktails at the bar.

714-429-7640

## Marché Moderne

### LEVEL 3 • PENTHOUSE

Driven by a passion for market-inspired ingredients and classic French cooking techniques, Florent and Amelia Marneau have created a truly modern French bistro in the heart of Orange County.

714-434-7900

## Morton's The Steakhouse

### SOUTH COAST PLAZA VILLAGE

Morton's The Steakhouse is widely regarded as the best place for prime steak anywhere. Bar 12.21 offers daily happy hour specials and three private Board Rooms can accommodate anywhere from 10 to 144 guests for any special event.

714-444-4834

## Nello Cucina

### LEVEL 1 • CRATE AND BARREL WING

Nello Cucina is a classic Italian Trattoria with an outdoor feeling of dining in a Piazza in a small town in Italy.

714-540-3365

## Nordstrom Marketplace Cafe

### LEVEL 3 • INSIDE NORDSTROM

This relaxing retreat features simple, light fare. Make yourself comfortable and discover flavorful salads, sandwiches and specials.

714-549-8300 x 1610

## Pacific Whey Cafe

### LEVEL 1 • MACY'S HOME STORE WING

Gourmet breakfasts, artisan baked goods, creative salads, sandwiches and tempting dinner specials are made from scratch each day. Premium coffee drinks are made from custom blends roasted from the world's finest estate-grown coffee beans.

714-641-8811

## Pizzeria Ortica

### SEGERSTROM CENTER FOR THE ARTS

Ortica is a modern, contemporary pizzeria that specializes in authentic pizzas that are individually handmade and baked in our almond wood fire oven. Enjoy a full spectrum Italian menu with savory pasta, traditional antipasti and secondi entrees.

714-445-4900

## Quattro Caffé

### LEVEL 1 • BETWEEN JEWEL AND CAROUSEL COURTS

Established on the foundation of uncomplicated elegance, Quattro Caffé offers the finest Northern Italian cuisine, tailor-made for California palates. The heart and soul of Quattro Caffé radiates from Executive Chef Miriam Ramirez and her passion for food.

714-754-0300

## Royal Khyber Fine Indian Cuisine

### SOUTH COAST PLAZA VILLAGE

At Royal Khyber, discover contemporary Indian cuisine featuring new interpretations, plus classics such as Tandoori and vegetarian dishes. The elegant setting blends modern and authentic decor.

714-436-1010

## Ruby's Diner

### LEVEL 1 • MACY'S HOME STORE WING

Ruby's Diner is the premier 1940's family restaurant. Their menu includes award-winning burgers, salads, fountain treats and dinner specials.

714-662-7829

## Scott's Restaurant & Bar

### SEGERSTROM CENTER FOR THE ARTS

Specializing in sustainable and organic cuisine, Scott's features the freshest seafood, classically prepared, served in a warm and friendly environment.

714-979-2400

## Seasons 52

### LEVEL 2 • BLOOMINGDALE'S WING

Enjoy a fresh dining experience that celebrates living well at Seasons 52, a fresh grill and wine bar featuring seasonally-inspired dining choices, an award-winning international wine list and casually-sophisticated ambiance with live entertainment nightly. There's always something new to discover 52 weeks a year.

714-437-5252

## See's Candies

### LEVEL 1 • CAROUSEL COURT

See's Candies has been making fresh chocolates and candies since 1921, using the finest grade ingredients to produce more than 100 varieties including their famous Peanut Brittle, gourmet lollypops, signature Milk Chocolate Bordeaux® and classic Butter Cream.

714-850-1529

## See's Candies

### LEVEL 1 • MACY'S HOME STORE WING

See's Candies has been making fresh chocolates and candies since 1921, using the finest grade ingredients to produce more than 100 varieties including their famous Peanut Brittle, gourmet lollypops, signature Milk Chocolate Bordeaux® and classic Butter Cream.

714-557-5948

## Starbucks Coffee

### LEVEL 2 • SEARS WING

Starbucks coffeehouses have become a beacon for coffee lovers who know they can count on genuine service, an inviting atmosphere and a superb cup of expertly roasted and richly brewed coffee every time.

714-545-8306

## Teavana

### LEVEL 2 • CAROUSEL COURT

Teavana offers more than 100 varieties of premium loose-leaf teas, authentic artisanal teawares and other tea-related merchandise.

714-545-3574

## Vie de France

### LEVEL 1 • SAKS FIFTH AVENUE WING

Vie de France offers a casual bistro atmosphere and menu featuring French specialties, signature sandwiches, soups and salads. The bakery has a variety of European pastries, croissants, breads and desserts all baked fresh daily.

714-557-1734

## Wahoo's Fish Taco

### LEVEL 2 • MACY'S HOME STORE WING

Always fresh and friendly, Wahoo's Fish Taco features Mexican dishes with a Brazilian twist in a beach-casual atmosphere.

714-549-0565

## Wolfgang Puck Bistro

### LEVEL 2 • MACY'S

Discover a menu of rotating seasonal specials includes pizzas, pasta, sandwiches, soups and salads, as well as Wolfgang's classic dishes.

714-545-5439

## Z'Tejas Southwestern Grill

### LEVEL 1 • CAROUSEL COURT

Z'Tejas' fresh, flavorful and innovative menus showcase the bold and robust flavors of Arizona, California, Louisiana, New Mexico and Texas, taking traditional ingredients, spices and cooking techniques from around the South to create a taste without borders.

714-979-7469

## zcafé

### LEVEL 3 • CRATE AND BARREL WING

zcafé offers a menu of salads, soups, sandwiches and pizzas using fresh, natural and organic ingredients. Enjoy craft beer selections and wine by the glass on the beautiful, open-air patio.

714-545-5500

# VA Office of Transition, Employment, and Economic Impact



U.S. Department  
of Veterans Affairs